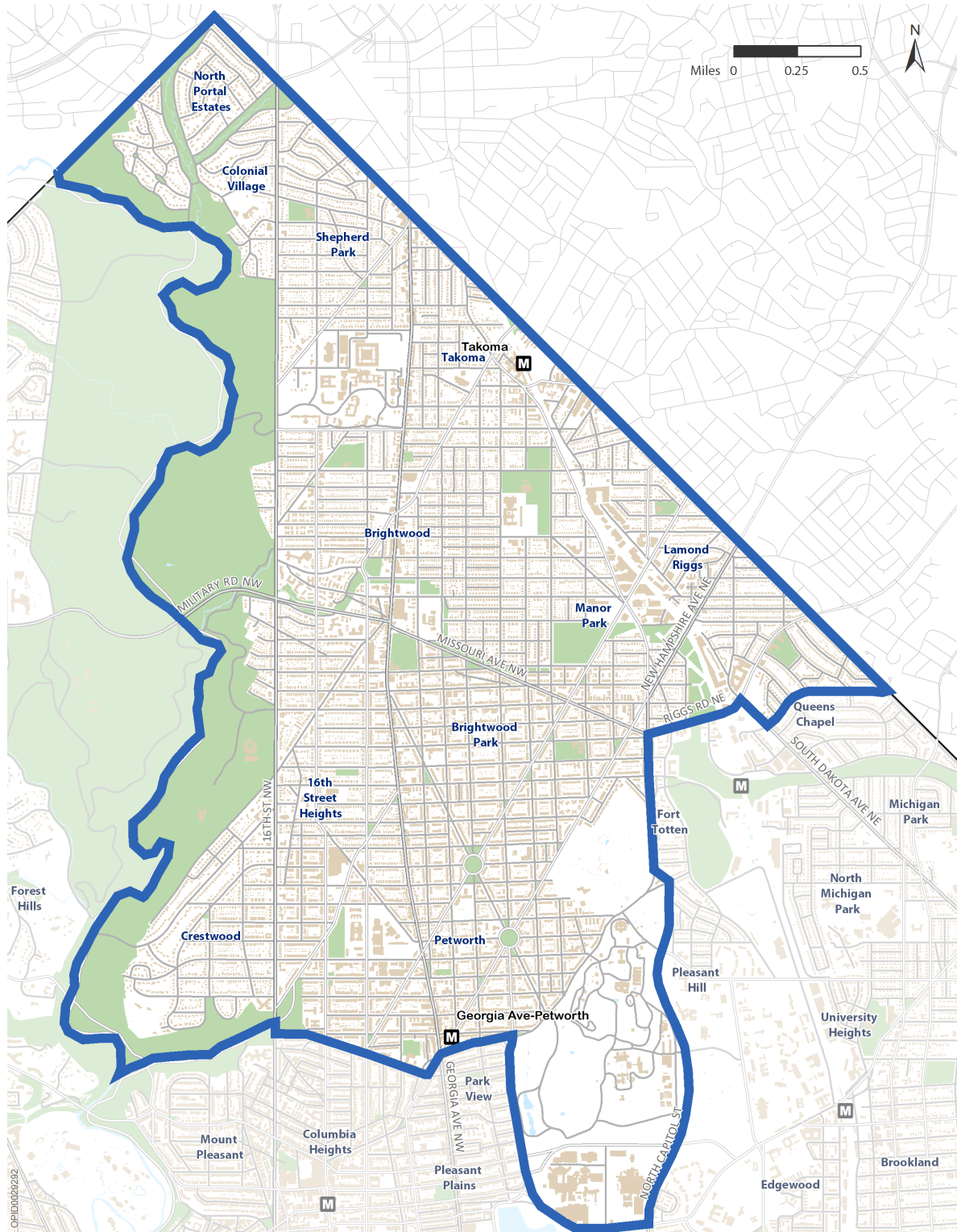


# Comprehensive Plan Rock Creek East Area Element

## Proposed Amendments

~~DELETIONS~~  
ADDITIONS



# Comprehensive Plan Rock Creek East Area Element

## Proposed Amendments

### 2200 ~~OVERVIEW~~ Overview 2200

2200.1 The Rock Creek East Planning Area encompasses the 7.4 square miles located east of Rock Creek Park, north of Spring Road NW, and west of North Capitol Street and Riggs Road NW. ~~It also includes the Armed Forces Retirement Home and the Irving Street Hospital Center Complex.~~ Its boundaries are shown in the ~~Map~~ map at left. Most of this area has historically been in Ward 4, although in past and present ~~times~~, parts have been included in Ward 5. 2200.1

2200.2 Rock Creek East is an ~~attractive~~ sought-after residential community containing many ~~stable~~ low- and moderate-density neighborhoods. Single-family communities like North Portal Estates, Colonial Village, Crestwood, Crestwood North, Carter Barron East, Shepherd Park, ~~16th~~ 16th Street Heights, and Takoma are known for their park-like ambiance, sense of community, open spaces, and family atmosphere. These neighborhoods house persons across the full income spectrum. Row house and semi-detached neighborhoods such as Lamond-Riggs, Brightwood, Brightwood Park, Petworth, and Manor Park have similar ~~positive~~ qualities. The major planning objective throughout the community is to conserve these traits as the housing stock matures and infill development occurs. 2200.2

2200.3 Georgia Avenue NW is the commercial heart of this Planning Area, with local shops and regional retail anchors that serve the adjacent neighborhoods and beyond. There are also small shopping districts in Takoma, near 14<sup>th</sup> Street and Colorado Avenue NW, along Kennedy Street NW, along Upshur ~~near 3rd~~ Street NW, and along ~~14th~~ 14th Street NW between Allison and Decatur Streets NW. ~~Other in~~ Major employment centers in the area include the ~~Irving Street~~ Washington Hospital Complex, consisting of the Veterans Affairs Hospital, Medstar Washington Hospital Center, Children's National Hospital, Walter Reed Army Medical Center, and the Armed Forces Retirement Home (ARRH). The possible reuse of a portion of the AFRH ~~the latter two sites~~ during the next 20 years presents an opportunity to integrate the long-isolated site into its adjacent growing and vibrant neighborhoods while strengthening functional and perceptual connections to the District. ~~planning challenges that must be addressed proactively so that the area's well-established neighborhoods are protected and enhanced.~~ The site of the former Walter Reed Army Medical Center, which closed in 2011, is redeveloping into a mixed-use neighborhood that will one day become a major commercial and institutional employment center in the area. 2200.3

2200.4 Rock Creek East is served by two major transit hubs-:the Takoma and the Georgia Avenue/Petworth Metrorail stations. Residents also use transit stations in adjacent Planning Areas, including Fort Totten, Columbia Heights, Van Ness/UDC, and Cleveland Park, as well as the Silver Spring Transit Center in Montgomery County, Maryland. Historically, the major circulation routes through the planning area have been the north-south arterials leading out of

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~~D~~downtown, such as ~~16th~~ 16<sup>th</sup> Street NW, ~~14th~~ 14<sup>th</sup> Street NW, Georgia Avenue NW (~~7th~~7<sup>th</sup> Street), New Hampshire Avenue NW, and North Capitol Street NW. East-west circulation is more limited. Missouri Avenue/Military Road NW is the major east-west street and one of the few that connects the neighborhoods east of Rock Creek Park with those to the west. 2200.4

2200.5 The community includes many important open spaces and natural resources, the most significant of which is Rock Creek Park itself. The park ~~provides~~ is a massive ~~buffer of~~ green space, ~~as well as~~ that provides opportunities for both passive and active recreation. It includes amenities, such as a golf course, Carter Barron Amphitheater, and tennis facilities that host professional tennis players from across the United States. There are also a number of neighborhood parks, some serving the dual function of being school recreation areas. Recreation centers have recently been built in Brightwood, Lamond, ~~and~~ Takoma, ~~and~~ Petworth. The ~~Fort Circle Parks~~ Civil War Defenses of Washington, otherwise known as the Fort Circle Parks, also cross the area, providing a ~~continuous linear series of~~ green spaces from Rock Creek to Fort Totten and beyond. Rock Creek Cemetery, the oldest cemetery in ~~the District of Columbia~~ Washington, DC is also located here. 2200.5

2200.6 Rock Creek East has ~~always had~~ a strong vibrant sense of community ~~spirit~~, due in part to a well-organized network of community associations, places of worship~~churches~~, and interest groups. ~~Organizations include neighborhood groups like the civic and citizens associations in Shepherd Park, Brightwood, South Manor Park, Crestwood, Lamond Riggs, Carter Barron East, and Takoma. “Georgia Avenue Day” has always been a special event for residents and visitors alike.~~ Committed and established neighborhood groups and civic associations in Shepherd Park, Brightwood, South Manor Park, Crestwood, Lamond-Riggs, Carter Barron East, 14<sup>th</sup> Street, and Takoma have been bolstered in recent years by newly formed community organizations in Petworth and on Kennedy Street, founding events like Celebrate Petworth and the Kennedy Street Festival. Farmers markets are hosted in Petworth, Takoma, and ~~14th~~ 14<sup>th</sup> Street Heights. 2200.6

2200.7 ~~While the area has enjoyed a relatively stable existence, t~~The future of the Planning Area’s evolution holds a number of land use and community development challenges and opportunities. Public schools are being renovated, while public charter schools are locating or expanding in Rock Creek East. Georgia Avenue NW continues to have high commercial vacancy rates, aesthetic issues, parking problems, and land use conflicts where commercial businesses abut low-density housing. While attracting new businesses to the avenue is a high priority, helping existing businesses thrive is also important. In Takoma, there are issues related to the impacts of infill development around the Metro station. The CSX rail corridor in Manor Park and Lamond-Riggs continues to support industrial land uses, sometimes without sufficient buffering for adjacent

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residential areas. ~~However, new zoning regulations passed in 2016 address additional buffers for industrial or production, distribution, and repair (PDR) uses. The ongoing redevelopment of the Walter Reed campus will bring new jobs, amenities, and residents, contributing to the growth of upper Georgia Avenue NW while responding to the needs of the surrounding community.~~ As noted above, ~~the future of Walter Reed Hospital continues to be debated, and~~ portions of the ~~Armed Forces Retirement Home~~ **AFRH** may be developed in the coming years, which presents the opportunity to improve multimodal crosstown mobility, open up publicly accessible green space, convert historic assets into new amenities, and provide new housing options to meet Washington, DC's growing demand. ~~These changes will impact traffic, parking, and the visual character of Rock Creek East neighborhoods.~~

2200.7

2200.8 Rock Creek East also faces the challenge of retaining its economic and social diversity in the face of rising housing costs. Appreciation of single-family Home prices in the Petworth/ and Brightwood neighborhoods was among the fastest in the District between 2006 and 2016/16th Street Heights zip code (20011) rose a staggering 35 percent between 2004 and 2005 alone, one of the sharpest increases in the city. Many apartments in areas like Brightwood and Brightwood Park have been converted to condominiums. The increase in housing costs has made the area much less affordable for Rock Creek East's ~~working moderate-income~~ families and for its large population of low- and moderate-income ~~seniors~~ older adults. On the other hand, demographic changes are making the area more ethnically diverse than it used to be. The area's Hispanic/Latino population has continued to increase since 2000, accounting for over 20 percent of residents in 2015~~more than doubled between 1990 and 2000.~~ 2200.8

2200.9 Looking to the future, ~~neighborhoods from Crestwood to Takoma share the goal of keeping Rock Creek East a stable, healthy, and attractive community.~~ Residents seek to retain the residential character, appearance, and historical continuity of their neighborhoods. Sustaining these qualities ~~will require that~~ has resulted in plans and development that are carefully and strategically directed to accommodate growth. ~~and that additional~~ At the same time, plans also seek to conserve neighborhoods, enhance environmental quality, provide an effective transportation network, improve health care and educational services, reduce crime, upgrade public facilities and infrastructure, and ~~improve~~ expand housing choices. 2200.9

## 2201 ~~HISTORY~~ History 2201

2201.1 European settlement in the Rock Creek East Planning Area dates back to 1712, when St. Paul's Episcopal Church was sited in the area. Rock Creek Cemetery was established in 1719. The area initially developed as a result of the presence of underground springs and the area's popularity for recreational horse racing in the



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early to mid-1800s. Brightwood Turnpike, later renamed Georgia Avenue, was built in 1819 and served as a major route for race patrons and agricultural commerce between Maryland and ~~d~~**Downtown Washington, DC**. During the Civil War, Fort Totten, Fort Slocum, and Fort Stevens were developed to defend the capital from attack. Fort Stevens was the site of Civil War combat in 1864, a battle that gained notoriety as the only military action in which a sitting U.S. ~~P~~**president** came under fire from an enemy force. All three of the forts are now part of the National Park Service's (**NPS**) Fort Circle Parks, and the Battleground National Cemetery on Georgia Avenue **NW** is **listed in the DC Inventory of Historic Sites and** ~~on the~~ National Register of Historic Places. 2201.1

2201.2 Following the Civil War, development in the area increased, especially along Georgia Avenue and Military Road. Farms, estates, and summer homes were the first housing types to be developed. Toward the end of the ~~19th~~ **19<sup>th</sup>** century, Brightwood became a suburban village where ~~affluent~~ **high-income** families lived on large estates. As further development occurred, Brightwood was subdivided into the neighborhoods that we know today as Petworth, Brightwood Park, Brightwood, and Lamond. 2201.2

2201.3 On the northeast edge of Brightwood, Takoma Park was founded by Benjamin Gilbert in the early 1880s and developed around the Brightwood ~~r~~**Railroad s**Station (later renamed Takoma Park ~~s~~**S**Station) near Fourth Street and Blair Road. Many of its spacious wood-frame bungalows and Victorian homes remain today, and much of the neighborhood is a designated historic district. 2201.3

2201.4 Federal facilities also shaped the growth of Rock Creek East. Chief among them were the ~~U.S. Soldiers and Airmens Armed Forces Retirement Home~~**AFRH**, established in 1851 near Rock Creek Church Road, and Walter Reed Army Medical Center, built in 1909 on Georgia Avenue **and now designated a historic district**. Walter Reed's development sparked residential and commercial development in surrounding areas. For example, the Shepherd Estate north of Walter Reed was subdivided in 1911 and developed as Shepherd Park during the 1910s. Shepherd Park initially was developed with restrictive covenants that excluded ~~African-Americans and Jews~~ **Black and Jewish residents** from the community. However, by the 1960s, the neighborhood was the heart of the District's Jewish community, and today it is one of the most racially diverse neighborhoods in ~~the city~~ **Washington, DC**. 2201.4

2201.5 The racial composition of Rock Creek East shifted during the 1950s and 1960s. The area was predominantly ~~w~~**W**hite prior to 1950, but by 1970 it was predominantly ~~b~~**B**lack. The area became a desirable neighborhood for upper-middle and middle-income ~~b~~**B**lack professional families, and the stately homes and subdivisions along ~~16th~~ **16<sup>th</sup>** Street developed a cachet as Washington's **"Gold Coast."** Racial composition remained fairly constant during the 1970s and 1980s but became more diverse during the 1990s as the number of

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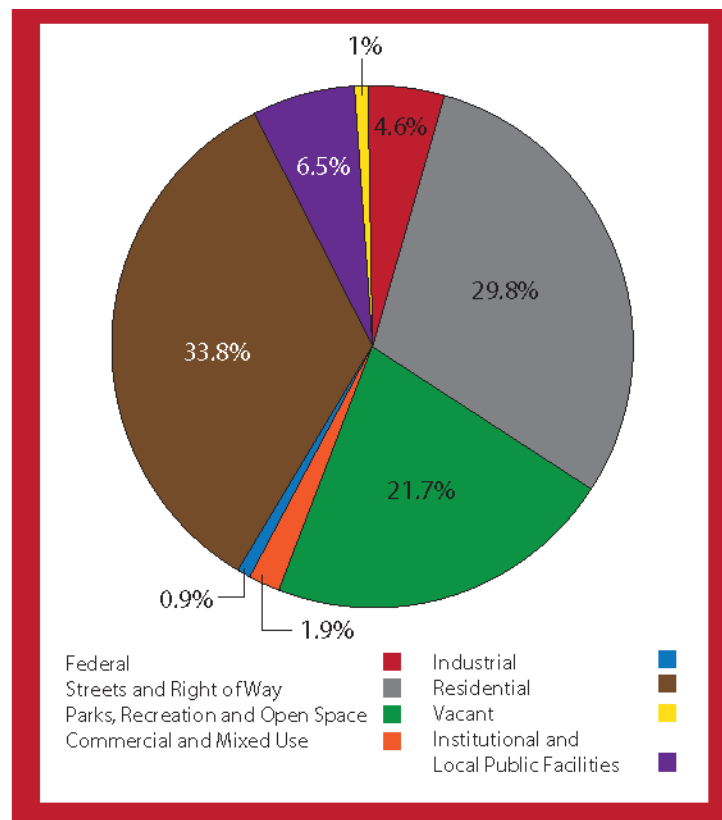
## Proposed Amendments

Hispanic/Latino residents increased, and the shares of White and Asian residents, respectively, nearly doubled between 2000 and 2015. 2201.5

### 2202 **LAND-USE** Land Use 2202

2202.1 Statistics on existing land use are estimated from current lot-by-lot property tax data together with additional information on housing units, employment, District and federal land ownership, parks, roads, water bodies, etc. They are not comparable to the statistics included in the 2006 Comprehensive Plan, which were based on a much simpler method. Even large differences between the older and newer statistics may reflect differences in the modeling approaches used a decade apart and not actual changes in land use. Land use statistics for this Planning Area appear in Figure 22.1. Rock Creek East comprises about 4,800 acres, or about 12 percent of the ~~city's~~ **District's** land area. 2202.1

2202.2 Figure 22.1: Land Use Composition in Rock Creek East 2202.2



2202.3 The largest single land use in the Planning Area is residential, representing about ~~33~~ **34** percent of the total area. Of the ~~1,635~~ **2,126** acres of residential land in Rock Creek East, over 90 percent consists of single-family homes, ~~and~~ row

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houses, and garden apartments. ~~Densities are typically lower than the citywide average.~~ The lowest density areas are located west of ~~16th~~ 16<sup>th</sup> Street NW and in the Takoma and Shepherd Park areas. Concentrations of more dense housing exist in Brightwood, Brightwood Park, and Petworth. ~~The largest concentration of apartments is along the 14th Street corridor, particularly near Missouri Avenue and just north of Spring Road.~~ 2202.3

2202.4 Commercial, mixed-use, and industrial uses make up ~~just 2.5~~ under three percent of the Planning Area. Most of this land consists of retail and service businesses along Georgia Avenue and Kennedy Street NW, and in smaller commercial districts like Takoma and Central ~~14th~~ 14<sup>th</sup> Street NW Heights. Accounting for less than one percent of the total area, ~~I~~industrial areas total less than ~~41~~ 20 acres and are located along the Metrorail/CSX tracks, generally following Blair Road NW. There are also light industrial uses between Taylor and Upshur Streets NW on the northwest edge of Petworth. 2202.4

2202.5 Parks, recreation, and open space ~~Open-space and parks~~ comprise about ~~18~~ 22 percent of the Planning Area. Most of this acreage is associated with Rock Creek Park and its stream valleys. The vast majority of the open space in the Planning Area is owned and operated by the ~~National Park Service~~ NPS. Non-park federal properties comprise ~~nine~~ about five percent of the Planning Area. Almost all of this acreage is associated with the former Walter Reed site and the ~~Armed Forces Retirement Home~~ AFRH. Public facilities and institutional uses each represent about three percent of the Planning Area. 2202.5

2202.6 One of the largest land uses in the Planning Area is streets. Street Transportation rights-of-way, including rail, roads, medians, alleys, traffic islands, and sidewalks, comprise 29 percent of Rock Creek East. There are only ~~47~~ 22 acres of vacant land in the Planning Area, representing ~~0.5~~ one percent of the total area. 2202.6

## 2203 ~~DEMOGRAPHICS~~ Demographics 2203

2203.1 Basic demographic data for Rock Creek East is shown in ~~Table~~ Figure 22.2. In ~~2000~~ 2017, the area had a population of ~~66,347~~ 77,017, or about ~~12~~ 11 percent of the city's total. ~~Population in the area declined by six percent during the 1990s. The number of households also declined, although not as steeply. Since 2000, there was an increase in the population by nearly 10,000 people, mostly occurring between 2010 and 2017. the number of residents has declined slightly. Average household size in 2005 was estimated at 2.53. Although household size in the Planning Area has been falling for several decades, it is still well above the citywide average of 2.12.~~ 2203.1

2203.2 Approximately ~~77~~ 59.3 percent of the ~~A~~area's residents ~~are African-American~~ were Black in 2017, which is higher than the ~~citywide~~ District-wide average

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total of 60 47.7 percent but lower than the percentage of Black residents in Rock Creek East in 2000 (77.5 percent). During this time, However, the number of ~~black~~ **Black** residents in the Area in the Planning Area declined by over 10,000 during the 1990s to 45,694 in 2017. The number of ~~white~~ **White** residents ~~increased slightly, , representing about 10 percent of the total today~~ more than doubled from 6,891 to 17,241 between 2000 and 2017, and by 2017 represented 22.4 percent of the Rock Creek East Planning Area. There was a ~~183 percent large~~ increase in the Hispanic/**Latino** population between ~~1990~~ **2000** and ~~2000~~ **2017**; persons of Hispanic/**Latino** origin now represent ~~13~~ **20.3** percent of the area's population. ~~This is~~ double the average for the ~~city~~ **District** as a whole. The percentage of foreign-born residents is also much higher than the ~~citywide average~~ District-wide total at 23 percent, which also increased from 2000 to 2017. 2203.2

2203.3 Relative to the ~~city~~ **District** as a whole, the ~~A~~area has higher percentages of children and ~~seniors~~ **older adults**. About ~~21~~ **19.3** percent of the residents ~~are~~ **were** under 18, compared to a ~~citywide average~~ District-wide total of ~~20~~ **17.6** percent. About ~~17~~ **14.3** percent ~~are~~ **were** ~~over 65~~ **and over**, compared to the ~~citywide average~~ District-wide total of ~~12~~ **11.9** percent. 2203.3



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2203.4 **Table Figure 22.2: Rock Creek East at a Glance** 2203.4

Basic Statistics and Projections						
	2000	2010	2017*	2025	2035	2045
Population	67,188	68,814	77,017	83,477	97,141	106,319
Households	26,252	26,968	28,008	30,671	35,656	37,638
Household Population	65,779	67,968	75,985	81,800	95,048	103,996
Persons Per Household	2.51	2.52	2.71	2.67	2.67	2.76
Jobs	23,129	33,871	35,371	37,577	42,005	44,924
Density (persons per sq mile)	9,079	9,299	10,408	11,281	13,127	14,367
Land Area (square miles)	7.4	7.4	7.4	7.4	7.4	7.4

2000 and 2017 Census Data Profile					
	2000		2017*		Citywide 2017*
	Total	Percentage	Total	Percentage	Percentage
<b>Age</b>					
Under 18	13,953	20.8%	14,848	19.3%	17.6%
18-64	41,864	62.3%	51,161	66.4%	70.6%
18-34	14,609	21.7%	18,924	24.6%	34.6%
35-64	27,255	40.6%	32,237	41.9%	35.9%
65 and over	11,371	16.9%	11,008	14.3%	11.9%
<b>Residents Below Poverty Level</b>	8,645	13.0%	9,297	12.2%	17.4%
<b>Racial Composition</b>					
White	6,891	10.4%	17,241	22.4%	40.7%
Black	51,422	77.5%	45,694	59.3%	47.7%
Native American	245	0.4%	298	0.4%	0.3%
Asian/Pacific Islander	666	1.0%	1,757	2.3%	3.8%
Other	4,843	7.3%	9,912	12.9%	4.6%
Multi-Racial	2,280	3.4%	2,115	2.7%	2.9%
<b>Hispanic Origin</b>	8,850	13.3%	15,657	20.3%	10.7%
<b>Foreign-Born Residents</b>	12,174	18.3%	17,746	23.0%	14.0%
<b>Tenure</b>					
Owner Households	15,208	58.6%	15,735	56.2%	41.7%
Renter Households	10,746	41.4%	12,273	43.8%	58.3%
<b>Housing Occupancy</b>					
Occupied Units	25,954	93.1%	28,008	91.7%	90.2%
Vacant Units	1,922	6.9%	2,521	8.3%	9.8%
<b>Housing by Unit Type</b>					
1-unit, detached	6,613	23.7%	6,297	20.6%	11.9%
1-unit, attached	10,860	39.0%	11,439	37.5%	25.1%
2-4 units	2,060	7.4%	2,615	8.6%	10.3%
5-9 units	971	3.5%	893	2.9%	6.8%
10-19 units	2,199	7.9%	2,698	8.8%	10.5%
20 or more	5,149	18.4%	6,586	21.6%	35.4%
Mobile/other	24	0.1%	0	0.0%	0.1%

\* Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

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### 2204 ~~HOUSING CHARACTERISTICS~~ Housing Characteristics 2204

2204.1 ~~More than 60~~ About 58 percent of the housing units in Rock Creek East are single-family homes, compared to ~~39~~ 37 percent ~~citywide~~ District-wide. ~~The 2000 Census reported that 24~~ In 2017, 20.6 percent of the area's homes were single-family detached units and ~~39~~ 37.5 percent were single-family attached units (row houses and townhouses). Only ~~18~~ 21.6 percent of the area's housing stock consists of multi-family buildings of 20 units or more, compared to ~~31~~ 35.4 percent for the ~~city~~ District as a whole. 2204.1

2204.2 The home ownership rate in Rock Creek East is higher than in the ~~city~~ District as a whole. The ~~2000~~ 2017 Census reported that ~~59~~ 56.2 percent of the households in the Planning Area were homeowners (compared to 41.7 percent in the District) and ~~41~~ 43.8 percent were renters (compared to ~~59~~ 58.3 percent in the District). ~~About 61 percent of the area's residents lived in the same house in 2000 as they did in 1995. This compares to a citywide average of 46.9 percent, and is indicative of the stability of the Rock Creek East community.~~ 2204.2

### 2205 ~~INCOME AND EMPLOYMENT~~ Income and Employment 2205

2205.1 Data from the District Department of Employment Services (DOES) and the Office of Planning (OP) indicates there were ~~31,600~~ 35,141 jobs in Rock Creek East in ~~2015~~ 2005, primarily in health care, local-serving businesses, public schools, and government. This represents ~~4.2~~ four percent of the city's job base. The largest employment centers are hospitals, including ~~Walter Reed Hospital~~, the Washington Hospital Center, the National Rehabilitation Hospital, Children's National Medical Center, and the VA Medical Center. ~~Hospital. Based on 2000 Census data, approximately 58 percent of the area's jobs are held by Maryland residents and 12 percent by Virginia residents. Only about 30 percent of those who work in the Planning Area are District residents.~~ 2205.1

~~2205.2 Most employed residents in Rock Creek East commute to jobs within the District of Columbia. The 2000 Census indicated that 30 percent of the area's commuters worked in Downtown Washington, nine percent worked within the Planning Area, 29 percent worked elsewhere in the District, and 32 percent commuted to the Maryland or Virginia suburbs. The Rock Creek East Planning Area has a higher percentage of residents driving alone to work than any of the other nine Planning Areas in the city about 50 percent in 2000.~~ 2205.2

2205.~~3~~2 The Planning Area's median household income was ~~\$46,884 in 1999~~ \$73,464 in 2017, which was slightly ~~higher~~ lower than the ~~citywide~~ District-wide median of ~~\$45,927~~ \$77,649. Approximately ~~13~~ 12 percent of the area's residents were below the federal poverty line. This is below the District-wide total of 17.4 percent. 2205.~~3~~2

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### 2206 ~~PROJECTIONS~~ Projections 2206

2206.1 Based on land availability, planning policies, and regional growth trends, Rock Creek East is projected to experience ~~modest~~ growth between ~~2005~~ 2017 and ~~2025~~ 2045. An increase of ~~3,400~~ about 9,600 households is projected, with the Planning Area reaching ~~28,800~~ 37,600 households by ~~2025~~ 2045. Population is projected to grow by ~~13~~ 37.6 percent ~~over the 20-year period~~, reaching ~~about 74,400~~ approximately 106,000 in ~~2025~~ 2045. The population forecasts presume ~~that the federal government will proceed with~~ redevelopment of portions of the ~~Armed Forces Retirement Home~~ AFRH; ~~this growth represents~~ accounting for more than one-third of the total for the Planning Area. Most of the remaining growth is projected to occur along Georgia Avenue NW, ~~and~~ near the Metro stations in Takoma and Petworth, and at the former Walter Reed Army Medical Center (WRAMC) site, ~~consistent~~ compatible with the adopted Small Area Plans for each location. ~~The forecasts do not assume housing development on Walter Reed Hospital.~~ 2206.1

2206.2 The number of jobs is expected to increase from about ~~31,600 today~~ 35,141 in 2015 to ~~33,500~~ 44,924 in ~~2025~~ 2045. Employment growth is anticipated throughout the area, with notable growth at the former WRAMC site, the Washington Hospital Complex, the AFRH redevelopment site, and other established business districts in the Planning Area. ~~These forecasts presume a sharp drop in employment between 2010 and 2015 as federal jobs at Walter Reed Hospital are repositioned. However, they presume that most of these jobs will be replaced in the long run by new jobs on the site, and that additional employment growth will occur on Georgia Avenue, Kennedy Street, in the Washington Hospital Center complex, at the Armed Forces Retirement Home, and in other established business districts within the Planning Area.~~ 2206.2

### 2207 ~~PLANNING AND DEVELOPMENT PRIORITIES~~ Planning and Development Priorities 2207

2207.1 This section summarizes the opportunities and challenges residents and stakeholders prioritized during the 2006 Comprehensive Plan revision. During large community workshops, residents shared their feedback on District-wide and neighborhood specific issues. Since the 2006 community workshops, however, some of the challenges and opportunities facing the community have evolved. The following summary does not reflect new community priorities or feedback from either amendment cycle but summarizes the most important issues during the 2006 Comprehensive Plan revision. 2207.1

2207.~~1~~2 Three Comprehensive Plan workshops took place in Rock Creek East during the Comprehensive Plan revision. These meetings provided an opportunity for

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residents to discuss neighborhood planning issues, as well as ~~city~~District-wide issues. The Advisory Neighborhood Commissions (ANCs) and several ~~C~~civic ~~A~~associations were briefed on the Comprehensive Plan, providing additional input. There ~~have~~ were also ~~been~~ many meetings in the community not directly connected to the Comprehensive Plan, but addressing long-range planning issues. These include Small Area Plan meetings for Takoma and Georgia Avenue/Petworth, as well as meetings on the Great Streets program, the ~~city's~~ District's Parks and Recreation Master Plan, and various transportation studies. 2207.12

2207.23 The community delivered several key messages during these meetings, summarized below:

- ~~a.~~ Land use planning for Rock Creek East should ~~protect~~ preserve and enhance the ~~stable~~ established neighborhoods for which the area is known. Residents at Comprehensive Plan meetings described their neighborhoods as “park-like” due to their tree cover, low densities, and proximity to Rock Creek Park. ~~An important~~ part of what creates the park-like ambiance is the large federal and institutional properties in the community. This is particularly true for Walter Reed Hospital and the Armed Forces Retirement Home, both of which may be redeveloped during the next two decades. Plans for these sites should make every effort possible to retain the open space, mature trees, and visual buffers that make these sites welcome neighbors in the community today. Residents at Comprehensive Plan meetings were also clear that design guidelines and zoning standards for these sites, and for other areas addressed by Small Area Plans, must be followed and enforced once they are prepared.
- ~~b.~~ While ~~protecting~~ preserving established neighborhoods is a priority, Rock Creek East also recognizes the need to provide a variety of housing choices. This community has always taken pride in the fact that it is economically integrated, with housing options for ~~seniors~~ older adults, lower-income households, young professionals, ~~middle-class~~ moderate-income families, and persons with ~~special needs~~ disabilities, as well as ~~affluent~~ high-income households. Appropriate sites for infill housing have been identified along Georgia Avenue NW, around the Takoma Metro station, between Upshur and Taylor Streets NW near 14<sup>th</sup> Street NW, along Kennedy Street, NW and on a limited number of other properties in the community. Development on these sites ~~must~~ should be in keeping with the scale of the surrounding community, provide ample green space, address parking and traffic issues, upgrade infrastructure where needed, and serve a variety of incomes. Existing housing should continue to be renovated and rehabilitated, with programs to assist ~~seniors~~ older adults and low-income residents and avoid displacement.
- ~~c.~~ Neighborhood-serving commercial facilities need to be upgraded and expanded throughout the Planning Area. Some of the commercial areas have ~~suffered for decades from~~ experienced decades of declining activity. Small Area Plans for Takoma and Georgia Avenue NW have focused on ways to

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improve the future viability of the local business districts in each area and attract investment that better meets the needs of residents, businesses, and property owners. Similar attention should be given to Kennedy Street NW, and to the Riggs Road Center in the adjacent Upper Northeast Planning Area. Much of the area continues to be underserved by basic consumer services like banks, hardware stores, and sit-down restaurants. Rather than siting these uses in long auto-oriented “strips,” future development should emphasize pedestrian-oriented “centers.” The community also expressed a strong preference for neighborhood-serving, rather than regional commercial uses. Such uses should be complementary to the low scale of existing development, and should enhance neighborhood identity through façade improvements, landscaping, signage, and lighting. Urban design excellence ~~must~~ should be a very high priority.

- ~~d.~~ As neighborhood commercial areas are upgraded, the potential for conflicts due to traffic, noise, litter, and other environmental impacts must be recognized and proactively addressed. In addition, conflicts caused by existing commercial and industrial uses in the community need to be addressed more effectively. This is particularly true in Petworth (along Georgia Avenue NW) and in Takoma and Lamond-Riggs near the CSX ~~R~~ railroad tracks. For years, these neighborhoods have dealt with semi-industrial uses such as auto repair shops, bus storage, maintenance yards, and distribution centers, and in some cases immediately adjacent to single-family homes. These uses are important to the ~~city~~ District and provide jobs and needed community services for Rock Creek East residents. But they also generate truck traffic, fumes, odors, noise, and vibration, often without buffering. Over the next 20 years, steps should be taken to reduce the land use conflicts and unappealing visual elements ~~blight~~ associated with industrial uses in such locations as Blair Road NW, Chillum Place NW, and Upshur Street NW. In a few cases, this may mean phasing out industrial and “heavy commercial” uses and replacing them with housing or mixed uses.
- ~~e.~~ Residents of Rock Creek East have expressed concerns about the growth of particular land uses, including group homes, ~~churches~~ places of worship, and related facilities such as day care centers and social service centers. The Planning Area’s inventory of large homes, many located on major transit lines, has made it an ~~attractive~~ appealing choice for social service providers and community-based residential facilities. Issues relating to safety, parking, and neighborhood character have been raised, particularly in areas where group homes are clustered. Residents seek a stronger role in decisions on the siting and management of such facilities, and desire increased coordination with group home operators. There are also issues connected to code enforcement, related not only to ~~special-needs~~ housing for persons with disabilities, but also to broader issues such as unpermitted construction and ~~blighted~~ vacant or abandoned properties.
- ~~f.~~ Growth and development in neighboring jurisdictions particularly affects Rock Creek East. This is most apparent along Eastern Avenue NW in



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Shepherd Park, where tall condominiums in Silver Spring, Maryland face single-family homes in the District. The revitalization of Downtown Silver Spring has provided ~~exciting~~ new shopping, entertainment, and dining options for area residents, but has also siphoned away some of the District's retail potential and brought traffic to Shepherd Park. Takoma Park, Maryland is experiencing more modest growth near its border with the District. Regardless of location, it is important to ensure that neither jurisdiction bears an undue share of the impacts of growth related to traffic congestion and parking needs. Coordination between the District and Maryland is essential to preserving community stability. Coordination should also emphasize improvement of gateways into the city at New Hampshire Avenue NW, Georgia Avenue NW, and 16<sup>th</sup> Street NW. These entries ~~define~~ **provide** "first impressions" for residents on both sides of the ~~state-line~~ **border**, and do not convey as positive ~~of~~ an image of Washington, DC as they could.

- ~~g.~~ The transportation system should be designed so that residents can easily travel between home, work, school, shopping, and public facilities. Right now, the network is designed to facilitate north-south circulation (between ~~D~~ downtown and Maryland), but east-west circulation is problematic. Improvements are needed to reduce traffic congestion and address safety concerns, particularly on Blair Road NW in Takoma, Georgia Avenue NW and Missouri Avenue NW in Brightwood, and Riggs Road NW in Lamond-Riggs. Better transportation to the west side of Rock Creek Park is also needed, as many residents travel in this direction to access schools, shopping, and Metrorail. Parts of Rock Creek East are more than one mile from Metrorail stations and need better, more reliable bus and bicycle connections. On the other hand, it should also be recognized that auto ownership is higher in Rock Creek East than it is in most other parts of ~~the city~~ Washington, DC. Transit is not a practical option for everyone, and adequate parking should be provided as development occurs. This was a clear message provided by many Comprehensive Plan participants in the area. The safety of pedestrians and bicyclists is also an issue in many neighborhoods and at many intersections. New traffic management measures, including street design changes, should be explored to better regulate traffic volume and flow, particularly where major development is proposed. Such changes have already been made to 16<sup>th</sup> Street NW and will need to be explored along Georgia Avenue NW as plans for Bus Rapid Transit along the avenue move forward.
- ~~h.~~ A high priority ~~must~~ **should** be placed on upgrading public services and facilities. The community has more recreation centers per capita than most parts of the District, but these facilities are not evenly distributed. Neighborhoods in the northern part of the Planning Area do not have a full-scale recreation center, while areas like Brightwood Park and Petworth are ~~deficient in~~ **lacking** facilities ~~like~~ **such as** athletic fields and tennis courts. The new Takoma, Lamond, and Emery Recreation Centers are important additions, but maintenance of the parks themselves continues to be a concern. The Fourth District Police Headquarters is on Georgia Avenue NW, and there

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are fire stations in Petworth and Brightwood Park, but areas like North Portal and Colonial Village are several miles from the nearest station. Public libraries and schools in the community are in need of modernization. The community has the largest concentration of hospitals in the city, but they are clustered in the southern part of the Planning Area, with no facilities (~~other than Walter Reed~~) in the north. The new ~~senior~~ wellness center on Kennedy Street NW will provide a much-needed facility in a community where nearly one in five residents is over 65.

- ~~i. The~~ **i** Important historic resources in the Planning Area should be recognized and ~~protected~~ **preserved**. The Fort Circle Parks are a resource of national importance, yet their significance is unknown even to many District residents. Additional interpretive facilities are needed, and the integrity and historic context of the parks themselves should be protected. The Takoma Historic District helps conserve the ~~gracious~~ homes **known for their architecture, as well as the** ~~and~~ small-town architecture of Takoma; ~~but~~ **however**, other older neighborhoods and structures are not similarly ~~protected~~ **preserved under historic designations**. Important architectural resources like the Wardman row houses of Brightwood, the ~~elegant~~ older homes of 16<sup>th</sup> Street, and the legacy of early 20<sup>th</sup> century commercial buildings along Georgia Avenue NW remain vulnerable to demolition or unsympathetic alteration. Additional properties in the Planning Area may merit designation as historic landmarks or districts. Plans for neighborhood heritage trails in Brightwood and elsewhere will help preserve Rock Creek East's legacy in the future.
- ~~j. The~~ **j** The Georgia Avenue NW corridor remains a source of great interest, ~~concern~~, and hope, **as well as poses challenges for the community**. In March 2005, the entire 5.6-mile corridor was designated as one of **the District's** six "Great Streets" ~~in the city~~ to be targeted for reinvestment. Participants in Comprehensive Plan meetings ~~pointed to various successes and failures along the Avenue~~, ~~noting~~ some positive signs, ~~but~~ **while** focusing ~~on~~ the ~~large amount of~~ work yet to be done. One issue raised was the limited demand for the ~~A~~venue's small, narrow storefront spaces (with no off-street parking), and the need to concentrate retail at key "nodes" rather than in a continuous strip. Additional programs and investments are needed to assist businesses, attract the desired mix of retail, resolve traffic problems, address problematic land uses, and provide appropriately designed infill housing for ~~seniors~~ **older adults** and others. Transit plans for the corridor were the subject of much discussion during the Comprehensive Plan process, with concerns expressed about impacts on parking and congestion. The link between plans for Upper Georgia Avenue NW and plans for Walter Reed Hospital also was raised. Regardless of what happens on the ~~H~~ospital site, change should be leveraged to achieve positive results for Georgia Avenue NW and the neighborhoods around it. 2207.23

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- 2208 **RCE-1.1 ~~GUIDING GROWTH AND NEIGHBORHOOD CONSERVATION~~ Guiding Growth and Neighborhood Conservation 2208**
- 2208.1 The following general policies and actions should guide growth and neighborhood conservation decisions in the Rock Creek East Planning Area. These policies and actions should be considered in tandem with those in the ~~e~~Citywide ~~e~~Elements of the Comprehensive Plan. 2208.1
- 2208.2 ***Policy RCE-1.1.1: ~~Conservation of~~ Strengthening Lower Density Neighborhoods***  
Maintain and ~~conserve the attractive, stable~~ **strengthen the** neighborhoods of the Rock Creek East Planning Area while **providing new housing opportunities for a range of incomes and household sizes**. Any new development in the Planning Area should be attractively designed and should contribute to the community's ~~positive~~ physical ~~identity~~ **characteristics**. 2208.2
- 2208.3 ***Policy RCE-1.1.2: Design Compatibility***  
~~Ensure that r~~Renovations, additions, and new construction in the area's low-density neighborhoods **should** respects the scale and densities of adjacent properties, ~~avoids sharp contrasts in height and mass,~~ **provide new housing opportunities,** and preserves parklike qualities, such as dense tree cover and open space. 2208.3  
  
*See the Urban Design Element for additional policies on compatible building design and the Land Use Element for additional guidance on infill development.*
- 2208.4 ***Policy RCE-1.1.3: Directing Growth***  
Concentrate economic development activity, ~~and~~ employment growth, **and new housing, including affordable housing,** in Rock Creek East around the Georgia Avenue/Petworth ~~Metrorail~~ and Takoma ~~Metrorail~~ station areas, along the Georgia Avenue **NW** corridor, along Kennedy Street **NW**, ~~and~~ **at key nodes along 14th 14<sup>th</sup> Street NW, between Allison and Decatur Streets at the former WRAMC site, and at the AFRH site.** Provide improved pedestrian, transit, and bicycle access to these areas, and improve their visual and urban design qualities ~~in order~~ to create a unique destination for the local community to enjoy. 2208.4
- 2208.5 ***Policy RCE-1.1.4: Neighborhood Shopping Areas***  
Maintain and encourage the development of multi-use neighborhood shopping and services in those areas designated for commercial or mixed-uses ~~on the Future Land Use Map. The encroachment of commercial and other non-residential uses into the stable neighborhoods adjacent to these locations shall be strongly discouraged.~~ 2208.5

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*Please consult the Land Use Element for policies addressing ~~the mitigation of commercial development impacts, such as traffic, parking, litter and noise, on surrounding residential areas.~~*

- 2208.6 ***Policy RCE-1.1.5: Housing Renovation***  
Strongly encourage the rehabilitation and renovation of existing housing in Rock Creek East, taking steps to ~~ensure that~~ **keep** housing ~~remains~~ affordable for current and future residents **with a range of ages and household sizes**. 2208.6
- 2208.7 ***Policy RCE-1.1.6: Development of New Housing***  
Encourage the retention of existing ~~subsidized~~ **public** housing units within the Rock Creek East Planning Area, along with other measures to increase housing choices and improve housing affordability for area residents. This should include the production of new ~~mixed-income~~ housing **for a mix of incomes and household sizes** along Georgia Avenue **NW**, and the encouragement of mixed-income housing in the industrially zoned area west of Georgia Avenue between Upshur and Shepherd **Streets NW**, and on District-owned land along Spring Road near the **Georgia Avenue**-Petworth Metro ~~S~~**Station**. A particular emphasis should be placed on providing ~~low-cost~~ affordable housing for ~~seniors~~ **older adults and families**. 2208.7
- 2208.8 ***Policy RCE-1.1.7: Cross Jurisdictional Coordination***  
Work closely with the Maryland National Capital Parks and Planning Commission (**MNCPPC**) and the City of Takoma Park to guide development, **including retail, traffic management, and other planning issues** along the Maryland/District line, especially at the gateway areas along Eastern Avenue at ~~16th~~ 16<sup>th</sup> Street **NW** and Georgia ~~Avenue~~ and New Hampshire Avenues **NW**. 2208.8
- 2208.9 ***Policy RCE-1.1.8: Industrial Zone Buffering***  
Provide improved buffering and screening along the interface between residential areas and industrial areas, especially along Blair Road **NW**, Chillum Place **NW**, and the CSX/Metrorail corridor. To protect nearby neighborhoods from noise and other industrial impacts, the expansion of industrial uses should be limited to areas designated for ~~Production, Distribution, and Repair (PDR) on the Future Land-Use Map~~. 2208.9
- 2208.10 ***Policy RCE-1.1.9: Traffic Management Strategies***  
Establish traffic management strategies to keep through-traffic on major arterials, separate local traffic from commuter traffic, and keep trucks off ~~of~~ residential streets. These strategies should include improvements to **public transit, buses,** bicycle lanes, and sidewalks, as well as measures to coordinate traffic signal timing and improve traffic flow. Particular focus should be given to Georgia Avenue, North Capitol Street, Blair Road, ~~14th~~ 14<sup>th</sup> Street, **16<sup>th</sup> Street**, Missouri

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Avenue, New Hampshire Avenue, Kennedy Street, Chillum Place, and Piney Branch Road NW. 2208.10

*See also the Transportation Element for policies on transportation demand management, transit, bicycles, and pedestrians, including pedestrian safety.*

2208.11 ***Policy RCE-1.1.10: Parking For Neighborhood Retail Districts***

Discourage the use of retail business and municipal building parking lots for long-term commuter parking through more aggressive enforcement and the provision of other parking and transportation options. 2208.11

2208.12 ***Policy RCE-1.1.11: ~~Bus Service~~ Transit Improvements***

Promote more efficient bus service in the Planning Area, with a particular emphasis on connecting residents and workers to the Metrorail stations, providing faster and more reliable service along Georgia Avenue NW, 14<sup>th</sup> Street NW, and 16<sup>th</sup> Street NW, and improving circulation between the east and ~~wide west~~ sides of Rock Creek Park. Explore ~~the concept of~~ ride-hailing services ~~jitneys~~ and micro-transit to supplement ~~shuttles as a more economical alternative to~~ additional bus routes. 2208.12

2208.13 ***Policy RCE-1.1.12: Enforcement***

Mitigate traffic, parking, noise, and related safety problems that result from non-residential uses through strict enforcement of zoning, parking, and other municipal regulations. 2208.13

2208.14 ***Policy RCE-1.1.13: Vibrant Local Shopping Streets***

Encourage a vibrant mix of commercial businesses, including local retail options, to avoid excessive concentrations of liquor stores on local shopping streets. 2208.14

2208.15 ***Policy RCE-1.1.14: Livability in Rock Creek East***

Continue to evaluate transportation safety and comfort for all users of the street network and identify concrete actions to increase safe and accessible mobility options. 2208.15

2208.16 ***Policy RCE-1.1.15: Sustainable Development***

Integrate sustainability strategies at the site and project level in new developments in the Rock Creek East Planning Area. 2208.16

~~2208.14~~ ***Action RCE-1.1.A: Small Area Plan Priorities***

~~Prepare Small Area Plans for the following areas in Rock Creek East:~~

- ~~• Upper Georgia Avenue NW (between Decatur Street and Eastern Avenue) including the Brightwood neighborhood~~



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~~• Kennedy Street NW~~

~~• Spring Road Public Facility Campus. Completed – See Implementation Table. 2208.14~~

2208.~~15~~17 *Action RCE-1.1.~~B~~A: Façade Improvements*  
Implement urban design and façade improvements in the established commercial districts along Georgia Avenue NW, Kennedy Street NW, and 14<sup>th</sup> Street NW **to enhance community identity**. These improvements should be based on standards that can be enforced through city codes such as zoning and building regulations. 2208.~~15~~17

2208.16 *Action RCE-1.1.C: Industrial Zone Buffers*  
~~Develop a design plan to implement buffering techniques that protect residential areas from adjacent industrial sites, especially along Blair Road and Chillum Place. Completed – See Implementation Table. 2208.16~~

2208.~~17~~18 *Action RCE-1.1.~~D~~B: Improving Traffic Flow*  
Improve traffic flow and safety through improved lighting, signage, pavement markings, traffic islands, truck route signs, and other transportation system management measures for Georgia Avenue NW, North Capitol Street NW, Missouri Avenue NW, the ~~4th~~ 4<sup>th</sup>/Blair Streets NW intersection, and New Hampshire Avenue NW. 2208.~~17~~18

2209 **RCE-1.2 ~~CONSERVING AND ENHANCING COMMUNITY RESOURCES~~**  
**Conserving and Enhancing Community Resources 2209**

2209.1 *Policy RCE-1.2.1: Fort Stevens and Fort Slocum*  
Maintain and improve the Civil War Defenses of Washington, otherwise known as the Fort Circle Parks, especially Fort Stevens and Fort Slocum. The Fort Circle green spaces should be more effectively linked and commemorated, and conserved as an essential cultural, historical, recreational, aesthetic, and natural resource. 2209.1

2209.2 *Policy RCE-1.2.2: Historic Resources*  
**Protect, preserve, and i**ncrease public awareness of **buildings**, facilities, and places of historic and archaeological significance in Rock Creek East, including **Rock Creek Park**, the Fort Circle Parks, the Lucinda Cad~~y~~dy House, **George Lightfoot House, Van View, Hampshire Gardens, Petworth Gardens, Rock Creek Parish Glebe,** and the Takoma **Park, Grant Circle, Walter Reed, AFRH, and Marjorie Webster** ~~H~~historic ~~D~~districts. **Identify and increase awareness of other places of potential significance, and consider appropriate protections, incorporating the community's recommendations as part of the process.** ~~These resources and others should be enhanced and protected through regulatory enforcement.~~ 2209.2

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- ~~2209.3~~ **~~Policy RCE-1.2.3: Gateways~~**  
~~Enhance 16th Street, Georgia Avenue, and New Hampshire Avenue as gateways into the District of Columbia. 2209.3~~
- 2209.43 ***Policy RCE-1.2.43: Rock Creek Park***  
Improve multimodal access to Rock Creek Park by providing additional parking, public transit service, bicycle trails, **wayfinding**, and walking paths. Expand outdoor recreational activities at the park to better meet community needs. 2209.43
- 2209.54 ***Policy RCE-1.2.54: Erosion and Drainage***  
Carefully assess the erosion and drainage impacts of existing and proposed development, particularly in the North Capitol/Rock Creek Church area, where flooding has been a problem ~~in the past~~. 2209.54
- 2209.65 ***Policy RCE-1.2.65: Small and ~~Minority~~ **Local** Businesses***  
Assist small and **local** ~~minority~~ businesses along Kennedy Street, Georgia Avenue, and other Rock Creek East commercial districts in providing neighborhood services and creating job opportunities for area residents. 2209.65
- 2209.76 ***Policy RCE-1.2.76: ~~Multic-~~Cultural Services***  
~~Ensure that e~~Community services ~~are~~ **should be** responsive to cultural changes in the Rock Creek East community, particularly the growing number of Latino residents in **the Planning Area** ~~Petworth, Brightwood, Brightwood Park, and 16th Street Heights~~. 2209.76
- 2209.87 ***Policy RCE-1.2.87: Health Care Facilities for Special Needs Populations***  
Provide additional facilities, **services, and programs** to meet the mental and physical health needs of Rock Creek East residents; **and to promote healthy aging** ~~especially facilities for the elderly~~. 2209.87
- ~~See also Land Use Element Section LU-3.4 on the distribution and siting of Community-Based Residential Facilities.~~
- 2209.98 ***Policy RCE-1.2.98: Recreational Acreage***  
Expand access to parkland in the southern part of the Planning Area (Petworth, Brightwood, and ~~16th~~ **16th** Street Heights). The ~~2006~~ Parks and Recreation Master Plan identified these areas as being particularly deficient in parkland acreage. The opportunity for publicly accessible open space at the ~~Armed Forces Retirement Home~~ **AFRH** should be realized in the event the site is redeveloped. 2209.98
- 2209.9 ***Policy RCE-1.2.9: Scenic Resource Protection***  
**Conserve and enhance the important scenic and visual resources of Rock Creek East, including the areas of the AFRH site and the Fort Circle Parks.**

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**Future development should be designed to highlight and respond to scenic assets. 2209.9**

- 2209.10 *Action RCE-1.2-A Rock Creek Park and Fort Circle Parks Coordination*  
In collaboration with the ~~National Park Service~~ **NPS**, explore the feasibility of developing additional community-serving recreational facilities at Rock Creek Park and within the Fort Circle Parks to increase recreational options, public safety, and community stewardship of these assets. All facilities should be ~~consistent~~ **compatible** with the General Management Plans for these park areas. 2209.10
- 2209.11 *Action RCE-1.2.B: Historic **Resource Recognition Surveys***  
~~Continue to conduct historic surveys in~~ **Document places of potential historic significance in** the Rock Creek East Planning Area, with a priority on the Petworth, Brightwood, Crestwood, Crestwood North, ~~16th~~ **16<sup>th</sup>** Street Heights, Shepherd Park, North Portal Estates, and Colonial Village areas. **Identify appropriate preservation efforts for these places, using community recommendations and the Ward 4 Heritage Guide prepared by the DC Historic Preservation Office as part of the process.** Consider expanding the Takoma Historic District to include appropriate structures and places. ~~Consider the creation of additional historic districts or conservation areas along the Upper 16th Street corridor to recognize its~~ **Identify** significant historic anchors and architectural resources **along the upper 16<sup>th</sup> Street corridor and evaluate properties meriting recognition through historic designation. Use other existing programs and mechanisms as needed to preserve and enhance neighborhood character.** 2209.11
- 2209.12 *Action RCE-1.2.C: Shepherd Park Recreation Center*  
Determine the feasibility of developing a new recreation center ~~in the~~ **that considers the needs of** Shepherd Park, **as well as the Walter Reed site and/** Colonial Village area. The ~~2006~~ **Parks and Recreation** Master Plan identified this area as needing **additional recreation center space** ~~such a facility~~. 2209.12
- 2209.13** *Action RCE-1.2.D: Metropolitan Branch Trail*  
**Complete the Metropolitan Branch Trail from Fort Totten to the Maryland border at Takoma, integrating it into planning for the broader neighborhood as a transportation asset and also for placemaking and economic development.** 2209.13
- 2209.14** *Action RCE-1.2.E: Gateway Thoroughfares*  
**Enhance the defining characteristics of Georgia Avenue, 16<sup>th</sup> Street, and New Hampshire Avenue NW as gateway thoroughfares through Rock Creek East connecting with Maryland. The thoroughfares' origins and purpose should define how public space and buildings along them enhance views toward important civic monuments and distant landmarks, create neighborhood-**

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defining places, and complete Washington DC's park and open space system. 2209.14

### 2210 RCE-2 ~~POLICY FOCUS AREAS~~ Policy Focus Areas 2210

2210.1 The Comprehensive Plan has identified ~~five~~ eight areas in Rock Creek East as ~~“Policy Focus Areas,”~~ indicating that they require a level of direction and guidance above that given in the prior section of this Area Element and in the Citywide Elements (see Map 22.1 and Figure 22.3). These ~~five~~ eight areas are:

- Takoma Central District
- Georgia Avenue/Petworth Metro Station Area
- Upper Georgia Avenue/Walter Reed
- Kennedy Street NW
- Riggs Road and South Dakota Avenue
- Central 14<sup>th</sup> Street NW
- Walter Reed Army Medical Center Site
- Armed Forces Retirement Home/~~Irving Street~~ Washington Hospital Complex ~~Campus.~~ 2210.1

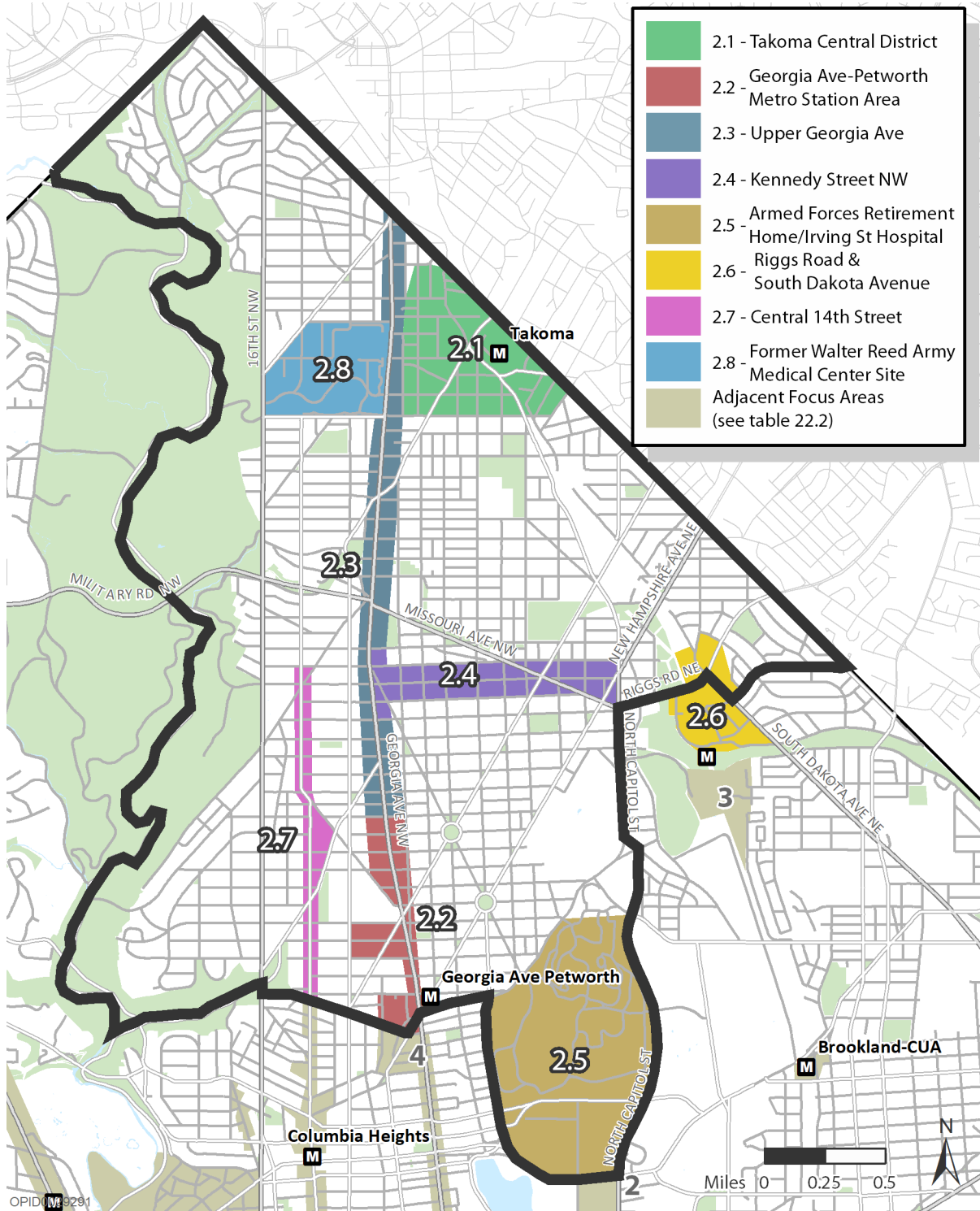
2210.2 ~~Table~~ Figure 22.3: Policy Focus Areas Within and Adjacent to Rock Creek East  
2210.2

Within Rock Creek East	
2.1	Takoma Central District
2.2	Georgia Avenue/Petworth Metro Station Area
2.3	Upper Georgia Avenue/Walter Reed
2.4	Kennedy Street NW
2.5	<u>Riggs Road and South Dakota Avenue</u>
2.6	<u>Central 14<sup>th</sup> Street NW</u>
2.7	<u>Walter Reed Army Medical Center Site</u>
2.8	Armed Forces Retirement Home/ <del>Irving Street</del> <u>Washington</u> Hospital <u>Complex</u> <del>Campus.</del>
Adjacent to Rock Creek East	
1	14 <sup>th</sup> Street/Columbia Heights
2	McMillan Sand Filtration Site
3	Fort Totten Metro Station
	Georgia Avenue Corridor

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2210.3 Map 22.1: Rock Creek East Policy Focus Areas 2210.3





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### 2211 RCE-2.1 ~~TAKOMA-CENTRAL-DISTRICT~~ Takoma Central District 2211

2211.1 Takoma is ~~one of~~ a unique community in Washington ~~DC's most distinctive communities~~. It shares its history and its name with Takoma Park, Maryland. Both communities embody classic pedestrian-scale streets and a rich architectural legacy. The area's principal business district along Carroll Street NW links the District and Maryland portions of the community. ~~While the border across this bi-jurisdictional commercial center is seamless, the District's side lacks the and recent developments on the District side complement the~~ streetscape, retail mix, and vitality ~~of on~~ the Maryland side. ~~Many Takoma DC residents find themselves shopping across the border in Maryland, even though their own commercial district has the capacity to offer many of the same retail amenities.~~

2211.1

2211.2 ~~A number of planning studies for the area have been completed over the years, including a 1977 Plan that anticipated the opening of Metro, a 1999 study that looked at ways to link the Maryland and DC commercial districts, and a 2002 Strategic Plan for the Takoma Central District.~~ The Central District Plan (CDP) was developed through an intensive public process and was adopted by the ~~City~~ DC Council as a Small Area Plan in 2002. It covered an area extending from Chestnut Street on the north, the Maryland/~~DC state line~~ District border on the east, ~~4th 4th~~ and ~~5th 5th~~ Streets NW on the west, and Aspen and Laurel Streets NW on the south. The area includes the Metro~~rail~~ station and the shopping districts along Carroll ~~Street~~ and ~~4th 4th~~ Streets NW. ~~It includes small shops with comprising~~ a variety of neighborhood-serving businesses, a ~~vacant former~~ theater, ~~homes~~ houses and apartments, parking lots, and vacant land. 2211.2

2211.3 The ~~Central District Plan (CDP)~~ seeks to improve neighborhood retail choices, restore vacant buildings and storefronts, accommodate compatible infill housing, address traffic and parking conditions, enhance open space, and improve the safety and quality of the pedestrian environment. Key principles from the CDP are captured in the policies and actions below; the CDP itself should be consulted for additional detail. The Comprehensive Plan describes a vision for Central Takoma as a ~~"Town Center,"~~ with Metro serving as a gateway to new mixed-use development, restored historic buildings, and pedestrian-friendly streets. It places a priority on preserving the small-town character that embodies historic Takoma ~~DC~~, emphasizing development that is in keeping with the ~~low-scale~~ character and businesses that serve the local community. 2211.3

2211.4 Several specific sites were identified in the ~~Central District Plan~~ CDP as housing opportunities. Since 2002, numerous mixed-use and multi-family residential development projects ~~such as Elevation 314 and Cedar Crossing~~ have ~~already~~ been completed on ~~some of these~~ many sites. ~~A townhome~~ Multi-family

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residential development is ~~currently~~ proposed on the ~~6.8-acre~~ Metrorail site itself, including ~~live-work space~~, parking for Metro riders and a ~~new~~ reimagined public green space ~~park~~. Improvements to Carroll Avenue and Blair Road NW are planned to maintain traffic flow, and make the area safer for pedestrians. Future development in the Central Takoma ~~a~~Area should maximize Metro~~rail~~ access while taking care to provide appropriate buffers and transitions to adjacent uses. 2211.4

~~2211.5 The Central District Plan was immediately followed by preparation of a Transportation Study for Takoma. The Study had several objectives, including improving safety for all modes of travel, reducing cut-through traffic, improving aesthetics, and balancing the needs of autos with those of pedestrians, transit users, and bicyclists. The Study also tested the effects of proposed development on the transportation network to ensure that impacts would be mitigated and that traffic flows would remain acceptable. A number of short-term and long-term recommendations were developed and are currently being implemented. 2211.5~~

2211.~~6~~5 ***Policy RCE-2.1.1: Historic Preservation in Takoma***  
Recognize and respect Takoma's rich heritage, architectural character and scale, and small-town ambiance in all redevelopment ~~revitalization~~, urban design improvements, and marketing strategies and initiatives. 2211.~~6~~5

2211.~~7~~6 ***Policy RCE-2.1.2: Strategic Public and Private Investment in Takoma***  
Target public investment in the Takoma Central District Area in ways that can be leveraged to improve private investment and create public benefits. This should include streetscape and building façade improvements, partnerships with neighborhood and business organizations, and the development of key public properties. 2211.~~7~~6

2211.~~8~~7 ***Policy RCE-2.1.3: Takoma Central District Housing Strategy***  
Accommodate housing demand, including affordable housing, at the ~~short-term and long-term~~ opportunity sites identified in the Takoma Central District Plan. ~~Short-term sites include vacant land, an auto-service site, and the station parking area. Longer-term development sites include parking lots and light industrial areas which could potentially strengthen the Takoma Central District as~~ Support the creation of a mixed-use, mixed-income neighborhood for a range of household sizes. 2211.~~8~~7

2211.~~9~~8 ***Policy RCE-2.1.4: Takoma Central District Retail Strategy***  
Concentrate retail activities on key sites along Carroll ~~Street~~ and ~~4th~~ 4<sup>th</sup> Streets NW through requirements that mandate ground-floor retail space within the established business district. Continuous street walls and active ground-floor retail should be encouraged in these areas, consistent with the Small Area Plan. Inappropriate uses, such as storage yards, auto sales, and warehouses, should be strictly limited. 2211.~~9~~8

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- 2211.~~10~~9     ***Policy RCE-2.1.5: Takoma Central District Transportation Strategy***  
Place a priority on meeting transit needs at the Takoma Metro station and accommodate all Metro and Ride-On services on the station site itself. Incorporate Metropolitan Branch Trail options into all transportation improvements for the area. 2211.~~10~~9
- 2211.~~11~~10     ***Action RCE-2.1.A: Traffic Congestion and Parking***  
Mitigate intersection and corridor congestion on Blair Road and Carroll Street NW. Improve parking for local businesses by encouraging better management of existing parking, including shared parking arrangements with Washington Metropolitan Area Transit Authority (WMATA) and other landowners in locations that can better support the commercial district. 2211.~~11~~10
- 2211.~~12~~11     ***Action RCE-2.1.B: Pedestrian Safety and Connections***  
Improve pedestrian safety in the Takoma Central District with a coordinated program of physical improvements, including new western entrances to the Metro station that better connect communities east and west of the tracks. 2211.~~12~~11
- 2211.~~13~~12     ***Action RCE-2.1.C: Takoma Metro Station Redevelopment***  
Enforce the Takoma Central District Plan redevelopment guidelines for the Metro station ~~and implement the recommendations of the Takoma Transportation Study.~~ 2211.~~13~~12
- 2211.~~14~~13     ***Action RCE-2.1.D: Takoma Central District Village Green***  
Create a village green as the Central District's signature open space feature. 2211.~~14~~13
- 2212     **RCE-2.2 ~~GEORGIA AVENUE/PETWORTH METRO STATION AREA~~ Georgia Avenue/Petworth Metro Station Area 2212**
- 2212.1     The Georgia Avenue-/Petworth Metro Station Focus Area extends from Decatur Street NW on the north to Euclid Street NW on the south. The text below addresses the area between Decatur Street and Spring Road NW, including the Metro station itself. 2212.1
- See the Mid-City Area Element for detail on the area from Spring Road south to Euclid Street.*
- 2212.2     The Rock Creek East portion of the ~~Study~~ **Focus** Area includes flats, apartments, the Petworth Library, several schools and recreation areas, and many small shops such as beauty salons, carry-outs, and liquor stores. The corridor also includes vacant buildings and underutilized sites with the potential for redevelopment. 2212.2

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- 2212.3 A “Corridor Plan and Revitalization Strategy” was developed for Georgia Avenue - Petworth in 2005. It provides a framework to guide future development and to enhance the quality of life in neighborhoods along the corridor. The ~~s~~Strategy recognizes the opportunity to re-energize Georgia Avenue NW as a thriving and attractive street, building on historic assets like the area’s building stock and relatively new assets like the Metro ~~rail~~ station. It includes strategies to strengthen existing businesses, restore abandoned storefronts, attract new mixed-income development, address parking issues, and draw new businesses through financial and regulatory incentives. Several blocks along the ~~A~~venue are identified as new housing sites. Numerous parking, traffic flow, and pedestrian improvements are identified, such as more visible crosswalks, landscaped medians, and improved lighting. ~~One of the Plan’s transportation recommendations-extension of Yellow Line train service-is already moving forward.~~ 2212.3
- 2212.4 Several mixed-use projects have been completed or are planned for the area, bringing new population and businesses to Georgia Avenue NW in Petworth. ~~One of these is located on the 1.4-acre Metro station site at Petworth and will include ground floor retail and upper floor housing. This~~ Completed in 2009, the Park Place project located at the Petworth Metro station site added over 150 new housing units, including affordable units. Ground-floor retail is a ~~should be a~~ catalyst for other residential and mixed-use projects planned or underway on Georgia Avenue NW. Future projects should include a diversity of housing types and retail amenities, oriented toward the needs of the surrounding community. 2212.4
- 2212.5 ***Policy RCE-2.2.1: Development Character***  
Encourage development in the Georgia Avenue/Petworth area to respect the area’s pedestrian-oriented, moderate- to medium-density character. A variety of project scales should be encouraged, ranging from small adaptive reuse and rehabilitation projects to mixed-use projects combining housing and commercial uses. Mixed-income housing with a variety of housing types is particularly encouraged. Design transitions between large-scale and small-scale development to ameliorate the appearance of overwhelming scale and to relate to context of the lower scale of surrounding neighborhoods. ~~Any development of larger-scale buildings shall require architecturally sensitive scale transitions to adjacent, less dense development.~~ 2212.5
- 2212.6 ***Policy RCE-2.2.2: Strategic Public and Private Investment in Petworth***  
Target capital improvements toward the locations that are best equipped to leverage new private development, particularly the 3600-4100 blocks of Georgia Avenue NW. These capital investments should include façade improvements, streetscape amenities, pedestrian safety measures, parking management improvements, and public art. 2212.6

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- 2212.7 ***Policy RCE-2.2.3: Limiting Undesirable Uses in Petworth***  
Discourage uses deemed ~~undesirable~~ **unpopular** along Georgia Avenue **NW**, such as liquor stores, used car lots, and automobile repair shops. Provide flexibility for businesses with desirable uses that would like to expand their services and facilities. Such measures will help strengthen the economic vitality of the corridor, retain businesses, and serve the shopping needs of the surrounding neighborhoods. 2212.7
- 2212.8 ***Policy RCE-2.2.4: Upshur/Taylor ~~Industrial~~ Area***  
Recognize the opportunities for new housing, loft, and live-work development in the ~~heavy commercial~~ area located between **Georgia Avenue**, Upshur, Shepherd, ~~Georgia Avenue~~, and ~~13th~~ **13<sup>th</sup>** Streets **NW**. 2212.8
- 2212.9 *Action RCE-2.2.A: Site Acquisition*  
**Enforce the higher tax rates applicable to vacant properties, and especially to vacant and underutilized properties, to encourage their being put into productive use.** Continue acquisition of underused or vacant land to facilitate public-private infill development that catalyzes the revitalization of Georgia Avenue **NW** and reinforces its role as the central business district of Petworth. 2212.9
- 2212.10 *Action RCE-2.2.B: Petworth Co-Location Opportunities*  
Explore opportunities to co-locate new and improved public facilities along Spring Road **NW** and ~~on at~~ the Petworth Library/~~Roosevelt Senior High School/~~~~MaeFarland Middle School campus~~. Consider other uses in the co-location development programs, such as a health care center, housing, and senior living. 2212.10
- ~~2212.11 ***Action RCE-2.2.C: Petworth Overlay Zone***  
Consider an overlay zone for Georgia Avenue in Petworth that would restrict new uses deemed undesirable along the corridor, such as used automobile lots and automobile repair shops, and that would provide existing businesses with an allowance for additional floor area ratio to help them expand. Completed – See Implementation Table. 2212.11~~
- ~~2212.12 ***Action RCE-2.2.D: Georgia and New Hampshire Avenue Intersection***  
Enhance pedestrian safety, aesthetics and streetscape quality at the intersection of Georgia Avenue and New Hampshire Avenue, adjacent to Metro. This intersection is the hub of Petworth and requires crosswalk improvements and other changes to create a more desirable shopping district and favorable climate for new investment. The need for such improvements at the Georgia and Kansas Avenue intersection also should be assessed. Completed – See Implementation Table. 2212.12~~



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- ~~2212.13~~ ~~***Action RCE-2.2.E: Financial Incentives***~~  
~~Consider financial and management incentives to assist existing businesses and new investors along Georgia Avenue, including a Tax Increment Financing District, a retail and leasing management strategy, and changes to the Façade Improvement Program. **Obsolete – See Implementation Table.**~~ ~~2212.13~~
- 2213** ~~RCE-2.3~~ **UPPER GEORGIA AVENUE NW/WALTER REED** Upper Georgia Avenue NW
- 2213.1 The Upper Georgia Avenue NW corridor extends more than 2.5 miles from Decatur Street north to Eastern Avenue. The corridor includes local and community-serving retail uses, gas stations, car dealerships, small offices, public and institutional buildings, and residential uses. The character of the corridor changes between Aspen ~~Street~~ and Fern Streets NW, where ~~the~~ Walter Reed Army Medical Center Historic District occupies the west side of the avenue, and row houses and low-rise apartments line the east side. 2213.1
- 2213.2 Portions of Upper Georgia Avenue NW lack retail diversity and ~~have poor~~ streetscape amenities, an unsafe pedestrian environment, and an aesthetic quality that is not in keeping with the high-quality residential areas on its east and west. The corridor has the potential to attract significant redevelopment, potentially supporting new retail, housing, and mixed-use activity. It has many assets that are attractive to investors, including its historic building stock and proximity to a diverse community with significant purchasing power and a wide range of retail interests. 2213.2
- 2313.3 Approved by the DC Council in 2008, the Upper Georgia Avenue Land Development Plan guides growth and development along the corridor to create an attractive destination for residents, business owners, and visitors. The plan builds upon efforts of the government, the community, and the private sector along Georgia Avenue NW to increase local neighborhood livability and create a new environment that stimulates private investment and neighborhood revitalization. 2313.3
- 2213.~~3~~4 ~~One of the street's challenges is its continuous "strip" development pattern. Looking to the future,~~ The Upper Georgia Avenue Land Development Plan emphasizes development along ~~Georgia Avenue should emphasize "nodes" the~~ corridor in five zones at key intersections, each highlighting different redevelopment opportunities ~~locations. Nodes~~ Zones should be clearly identified with streetscaping ~~by signage, lighting, paving, landscaping,~~ and other physical features that define their identities and create a clearer sense of place while providing a pedestrian-friendly public realm. The strategy of nodal zones on the corridor will support attraction of a variety of retail options, preserve and promote historic resources, stimulate mixed-income housing, and encourage multimodal transportation options while developing a clear

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northern gateway presence into the District at Eastern Avenue. ~~One example of such a node is the intersection of Georgia Avenue and Missouri Avenue/Military Road. This historic crossroads provides a logical location for a more well-defined, walkable retail district serving nearby neighborhoods. Another example is the area near Eastern Avenue, which is a gateway to the District and an established shopping area.~~ 2213.34

2213.4 ~~More detailed assessments of Georgia Avenue are needed to identify the appropriate locations and “themes” for activity nodes, and to develop strategies for the commercially-zoned areas in between them. Some of these areas may redevelop with housing over the next 20 years, particularly where existing uses are vacant or obsolete.~~ 2213.4

2213.5 Strategies for Upper Georgia Avenue NW must should be coordinated with ongoing redevelopment of the ~~evolving plans for the Walter Reed Army Medical Center~~ WRAMC campus, which will buoy the corridor and expand the market for small businesses. ~~(WRAMC). In 2005, the site was identified for closure through the Base Realignment and Closure (BRAC) law. The law requires WRAMC-related employees, services, and programs to vacate the site and move to other existing and/or planned facilities by the year 2011. As of Spring 2006, the Department of the Army had accepted the applications of the General Services Administration (GSA) and the Department of State (DOS) for reuse of the site. This initial decision meant that the entire site would be conveyed to these agencies and none of the property would be declared surplus. GSA’s proposal included secure office space for the northern portion of the site and the DOS proposal called for foreign missions on the rest of the site. In April 2009, the federal government declared 62.5 acres on the main post of the Walter Reed Army Medical Center as surplus property, thereby making it available to a District government local redevelopment authority (LRA) for re-use. In accordance with the BRAC process, the Walter Reed LRA engaged in an extensive public planning process to prepare a Reuse Plan in alignment with District, community, and BRAC goals. It is possible that these plans will change before the site is vacated. Key goals for redevelopment of the site include:~~

- ~~(a) — Enhancing the city’s tax revenue base;~~
- ~~(b) — Re-connecting the campus to the neighborhood by extending the street grid into the campus and creating enhanced transit options~~
- ~~(c) — Creating a livable, walkable community through sustainable development; and~~
- ~~(d) — Revitalizing Georgia Avenue.~~ 2213.5

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- 2213.6 ~~While the District does not have jurisdiction over Walter Reed, consultation between local and federal officials is necessary on many issues. These include historic preservation, adaptive reuse of existing buildings, environmental remediation, and transportation. The District will work closely with the federal government over the coming years to promote changes on the site that benefit the community, and to avoid land use conflicts, create community access and open space wherever feasible, and mitigate impacts on parking and community character. 2213.6~~
- 2213.76 ***Policy RCE-2.3.1: Upper Georgia Avenue NW***  
Develop ~~U~~pper Georgia Avenue NW (from Decatur Street to Eastern Avenue NW) as a walkable shopping street with five distinct and clearly identifiable activity centers along its course. Encourage development that reinforces ~~a~~ this nodal pattern, with new retail or local-serving office development clustered at key locations and new housing or mixed-use development on underutilized commercial properties in between. Conserve existing housing along the corridor, ~~and~~ supporting its maintenance and renovation, and encourage affordable housing options. 2213.76
- 2213.87 ***Policy RCE-2.3.2: Pedestrian and Transit Improvements to Upper Georgia Avenue NW***  
The development of upper Georgia Avenue NW as one of Washington, DC's prominent commercial gateways should encourage new retail and infill that is pedestrian and transit oriented. Improve transit access along ~~Georgia Avenue to support existing and planned commercial activities. This should include transit improvements on the~~ Georgia Avenue itself and support better connections with between the Avenue and other parts of the city. Improvements to the public realm also should be made to make walking, biking, and transit use safe, comfortable, and convenient, including greening and landscaping in the public space and rights-of-way. 2213.87
- 2213.98 ***Policy RCE-2.3.3: Walter Reed Development***  
Work with federal officials in ongoing discussions on the ~~disposition of Walter Reed Hospital~~ Department of State's Foreign Missions Center at the Walter Reed site, Children's National Research and Innovation Campus, as well as the Parks at Walter Reed project to support economic development on upper Georgia Avenue NW. In addition, ~~T~~he District will seek outcomes that preserve the stability and quality of neighborhoods around the site, minimize the potential for future land use and transportation conflicts, preserve open space buffers between the site and its neighbors, provide community amenities wherever feasible, build new housing, including affordable housing for a range of incomes and household sizes, and create educational and employment opportunities that benefit District residents. ~~The Final Reuse Plan will be a key component of the District's application to the Department of Defense and the Department of Housing and Urban Development for the successful conveyance of~~

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~~the property to the District, and will serve as the preferred federal land use plan for the future development of the site. 2213.98~~

2213.9

**Policy RCE-2.3.4: Coordinated Business Community**

**Support existing business organizations that provide beautification and business assistance services along upper Georgia Avenue NW. Encourage efforts to coordinate business improvement strategies among the various Georgia Avenue business associations through the implementation of the Upper Georgia Avenue Land Development Plan. Assist businesses in adapting to changing markets and customer bases that shift with new uses and development on the corridor, particularly around the Walter Reed site. 2213.9**

2213.10

**Policy RCE-2.3.5: Upper Georgia Avenue NW Development**

**New development should provide ground-floor retail with either residential, office, or institutional uses above. Transitions in height can be designed to ameliorate the appearance of overwhelming scale and to relate to the lower scale of the surrounding neighborhood. Additional residential development, including affordable and moderate-income housing, can create more vibrant and inclusive destinations at the zones along the corridor. 2213.10**

2213.10

**Action RCE-2.3.A: Upper Georgia Avenue Area Plan**

~~Develop a small area plan and implementation strategy focused on the properties fronting on Georgia Avenue between Decatur Street and Eastern Avenue. The small area plan should identify the commercial nodes along the corridor, develop strategies for encouraging housing in areas in between these nodes, and provide guidance on the appropriate mix of land uses and measures to avoid the over-concentration of undesirable uses. **Completed – See Implementation Table.** 2213.10~~

2213.11

**Action RCE-2.3.B: Land Acquisition on Upper Georgia Avenue**

~~Acquire vacant and/or underutilized private land along Upper Georgia Avenue which can be leveraged to support private revitalization and reinvestment. The production of mixed income housing should be a top priority where land is acquired. **Obsolete – See Implementation Table.** 2213.11~~

2213.12

**Action RCE-2.3.C: Walter Reed Small Area Planning and Zoning**

~~As the Walter Reed property progresses through the BRAC process, the District and an implementation LRA should take a proactive approach to connect the site with the community, accelerate the timeline for reuse, and mitigate potential development risks. Steps to achieve this goal include:~~

~~(a) Undertaking a small area planning process to determine land use —designations and zoning;~~

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- ~~(b) Working with the Army to establish interim uses and activity on the site;~~
- ~~(c) Actively marketing the site to potential tenants and developers;~~
- ~~(d) Identifying an appropriate public-private financing plan that includes a mix of local and federal incentives and grants; and~~
- ~~(e) Establishing appropriate standards for environmental remediation and site-wide sustainability. Completed – See Implementation Table. 2213.12~~

### 2213.11

#### Action RCE: Retail Strategies for Upper Georgia Avenue NW

Complete market studies of upper Georgia Avenue NW to assess unmet retail market demand, evaluate strategies for retaining local retailers, identify potential locations for new neighborhood-serving retail, and develop strategies for attracting and retaining the appropriate mix of retail in each area. 2213.11

### 2214

#### RCE-2.4 ~~KENNEDY STREET NW~~ Kennedy Street NW 2214

#### 2214.1

Kennedy Street NW spans the Brightwood Park and South Manor Park neighborhoods. The street is mixed-use in character, with low-density storefront commercial uses as well as residential uses. Apartment buildings, row houses, and single-family detached homes line the streets immediately adjacent to the corridor and parts of Kennedy Street itself. The street also serves as one of the few east-west transit routes in the Rock Creek East Planning Area. 2214.1

#### 2214.2

Approved by the DC Council in 2008, the Kennedy Street Revitalization Plan was the result of collaboration among community and government stakeholders. The plan includes broad recommendations and a community vision on how this neighborhood main street can be revitalized, detailed through urban design guidelines and illustrative concepts representing the community's vision of where new development opportunities should be explored. The plan comprises four overarching goals: ensure a clean and safe environment to live, work, and play; create a walkable, safe public realm with mobility connections; encourage new mixed-income, mixed-use development while providing opportunities for existing residents and businesses; and empower residents to support implementation of the plan. 2214.2

#### 2214.~~2~~3

During the last several years, the District has targeted resources to the area for crime prevention, community clean-up, ~~and~~ public safety, short-term family housing support, streetscape improvements, and designation as a federal Opportunity Zone, while residents and business owners have come together to support the revitalization of Kennedy Street. This has generated interest in the area and attracted new residents, businesses, and activities. While the

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neighborhoods surrounding the corridor are quite ~~stable~~ **relatively unchanged**, demographic changes have altered the kinds of retail services that are needed. Typical businesses on the corridor ~~currently have~~ **included** convenience stores, beauty/barber shops and carry-outs. ~~Over the next two decades,~~ Kennedy Street ~~should is~~ **evolving** into a more vibrant mixed-use ~~shopping~~ area, with ~~vacant storefronts reoccupied once again and~~ new ~~opportunities for~~ local-serving businesses **and restaurants**. The success of existing businesses also should be encouraged as this revival occurs. 2214.23

2214.34 The diverse population in the Brightwood area, **including those aged 60 and over**, provides an opportunity to bolster the tenant mix and attract new mixed-use development. ~~Because of e~~Existing services, such as the ~~recently built~~ Hattie B. Holmes Senior Wellness Center, **the Kennedy short-term family housing facility** ~~at the 300 block of Kennedy Street,~~ **and** new mixed-use development, with street activated uses and mixed-income housing above, will catalyze revitalization along the corridor. 2214.34

2214.45 **Policy RCE-2.4.1: Kennedy Street Improvement**  
Improve Kennedy Street **NW** between Georgia Avenue and ~~1st~~ **1st** Street NW as a locally oriented neighborhood shopping street. A distinct identity should be created for the street ~~in order~~ to boost the performance of existing businesses and attract new businesses to the vacant storefronts on the corridor. 2214.45

2214.56 **Policy RCE-2.4.2: Housing ~~a~~ Along Kennedy Street NW**  
Encourage moderate-density, mixed-use projects along Kennedy Street **NW**, including **public and** mixed-income housing to serve all generations of residents in the neighborhood. 2214.56

**2214.7** **Policy RCE-2.4.3: Investment on Kennedy Street**  
**Target public investment along the Kennedy Street corridor in ways that will leverage private investment and create public benefits. This should include streetscape and building façade improvements, culture and public art, partnerships with neighborhood and business organizations, and the development of key public properties. 2214.7**

~~2214.6~~ ~~**Action RCE-2.4.A: Kennedy Street Strategic Development Plan**~~  
~~Develop a small area plan and implementation strategy focused on vacant and underutilized commercial properties along Kennedy Street. The Plan should identify the potential for new and expanded residential, commercial and mixed use development, and should include actions to make the area a more attractive place for local residents to shop. **Completed – See Implementation Table.**~~  
~~2214.6~~

~~2214.7~~ ~~**Action RCE-2.4.B: Main Street Designation**~~



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~~Consider the designation of Kennedy Street as a DC Main Street, thereby creating a vehicle for business improvement and technical assistance.~~ **Completed – See Implementation Table. 2214.7**

### 2215 **RCE-2.5 ~~ARMED FORCES RETIREMENT HOME/IRVING STREET HOSPITAL CAMPUS~~ Armed Forces Retirement Home/Washington Hospital Complex 2215**

2215.1 The ~~Armed Forces Retirement Home (AFRH)~~, formerly known as the U.S. Soldiers and Airmen's Home, is a functioning home for almost ~~1,400~~ **500** veterans of the U.S. ~~M~~military. It occupies a 272-acre site in the southeast part of the Planning Area. 2215.1

2215.2 The AFRH has been an institution of national importance for more than ~~150~~ **160** years, and is **a historic district listed in both the DC Inventory of Historic Sites and the** ~~both a DC Historic Landmark and is a~~ National Register of Historic Places ~~landmark~~. The property has exceptional significance as a natural, cultural, historic, and scenic resource and is one of the largest contiguous properties in ~~the District of Columbia~~ **Washington, DC**. President Abraham Lincoln maintained a cottage on the site and wrote parts of the Emancipation Proclamation while residing there in 1862. The Federal Elements of the Comprehensive Plan acknowledge the significance of the AFRH as an important public open space. 2215.2

2215.3 In 2001, the Secretary of Defense was authorized to sell, lease, or otherwise dispose of any ~~AFRH~~ property ~~of the AFRH~~ determined to be excess to the needs of the ~~H~~home. The AFRH ~~is in the process of~~ developeding a master plan for that purpose **in 2008. Since 2008, the area context has changed as Washington, DC has grown, and additional planning has been completed, necessitating future amendments to the AFRH Master Plan.** While the District has limited jurisdiction over AFRH as long as it remains in federal use, consultation between local and federal officials is necessary on many redevelopment issues. **Private-use redevelopment presents the opportunity to integrate AFRH into its adjacent growing neighborhoods while strengthening the functional and perceptual connections to Washington, DC. The District government anticipates that the creation of a new neighborhood on the AFRH property can be successfully incorporated in the city and provide a model of 21<sup>st</sup>-century urban living that achieves a high standard of environmental sustainability, social equity, design excellence, and economic innovation.** 2215.3

2215.4 **In 2018, the General Services Administration (GSA), on behalf of AFRH issued a Request for Proposals (RFP) on behalf of AFRH for private use redevelopment of the 80-acre AFRH Master Plan area.** The prospect of redevelopment creates exciting opportunities but also has raised community

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concerns about the scale of development, provisions for open space, traffic and environmental impacts, effects on visual and historic resources, **the addition of adding affordable housing**, and the compatibility of the development with the surrounding ~~row-house~~ neighborhoods. The District will work closely with the federal government over the coming years to promote changes on the site that benefit the community and to avoid land use conflicts, create community access and open space wherever feasible, and mitigate impacts on traffic and community character. As portions of the site are **leased or** sold to the private sector, they ~~should be~~ **are** subject to ~~zoning and~~ new Comprehensive Plan Map **and zoning** designations by the District. 2215.4

2215.5 To the south of the AFRH, the ~~Irving Street~~ **Washington** Hospital **Complex** ~~Campus~~ includes approximately 50 acres of health ~~care-care~~-related uses located between Michigan Avenue NW, Irving Street NW, Park Place NW, and First Street NW. The hospital complex **is a major employer**; ~~includes approximately 8,000 employees. Facilities~~ **facilities** include the Washington Hospital Center, Children's Hospital National Medical Center, the National Rehabilitation Hospital, and the Veterans Administration **Medical Center** ~~Hospital~~. The **Medstar** Washington Hospital Center, founded in 1958, is the largest private hospital in the District. 2215.5

2215.6 ~~In the future, e~~Expansion of hospital facilities may be necessary to maintain appropriate levels of care for a growing population and to support new medical care initiatives. This expansion may include ancillary uses such as medical office buildings, clinics, hotels, and conference facilities. 2215.6

**2215.7 Planning for the future growth and redevelopment of the ARFH site and Washington Hospital Complex has continued. In 2009, District agencies and the National Capital Planning Commission (NCPC) collaborated on the North Capitol Street Cloverleaf Feasibility Study, which explored alternative intersection configurations for the cloverleaf intersection of North Capitol and Irving Streets. The District Department of Transportation's (DDOT) 2016 Crosstown Multimodal Transportation Study recommends capital and operational improvements for multimodal east-west travel through the District, further encouraging the removal or reconfiguration of the cloverleaf intersection. The study highlights capacity upgrades needed for current and future transit service across the District while identifying multimodal infrastructure improvements that can impact urban design considerations of the ARFH and Washington Hospital Complex sites as they expand and redevelop. Building on these initiatives, OP launched the North Capitol Crossroads project in 2019 to develop a broader planning framework for the North Capitol Street, Irving Street, and Michigan Avenue NW corridors.**  
**2215.7**

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- 2215.~~7~~8 ***Policy RCE-2.5.1: AFRH Redevelopment***  
Future private-use redevelopment at AFRH should create a new, well-integrated mixed-use neighborhood that can contribute to the vibrancy of Washington, DC and help the District meet major priorities such as new housing opportunities for its growing population, including affordable housing; new commercial and retail spaces that generate new jobs; and supportive infrastructure for multimodal transportation. ~~Ensure that any future development of the Armed Forces Retirement Home is sensitive to and compatible with surrounding uses. The scale of development should reflect prevailing densities in adjacent communities. The highest densities should be clustered along North Capitol Street and near the Irving Street Hospital area. It is critical that the western edge of the site near the Park View, Pleasant Plains, Petworth, and University Heights areas be retained as open space, with public access restored as it was when these neighborhoods were initially developed.~~ 2215.~~7~~8
- 2215.9 ***Policy RCE-2.5.2: Reintegrating AFRH into the District***  
Private-use redevelopment of AFRH should physically engage with the District and invite people into the site. Develop a neighborhood that is designed to prioritize transit, walking, and bicycling, compatible with recommendations in the Crosstown Multimodal Transportation Study. Internal street designs should reflect current best practices and connect with the existing public street network to enhance access along and across Irving and North Capitol Streets NW. 2215.9
- 2215.~~8~~10 ***Policy RCE-2.5.~~23~~23: Housing and Community Opportunities***  
Strongly support a variety of housing types, developed at a range of densities and serving a range of incomes, in the event the ~~Armed Forces Retirement Home~~ AFRH is developed. The opportunity to develop larger units suitable for families on the site should be recognized. Adequate servicing infrastructure and accommodation of necessary public facilities should be provided on-site to the extent feasible, including schools, parks, libraries, and emergency services to support a successful urban neighborhood. ~~Gated communities should be discouraged on this site.~~ 2215.~~8~~10
- 2215.~~9~~11 ***Policy RCE-2.5.~~34~~34: Resource ~~Protection~~ Preservation***  
To the ~~greatest~~ extent possible, ~~require the protection of~~ compatible with its new uses, preserve panoramic views, historic landmarks, and important historic landscapes on the ~~Armed Forces Retirement Home~~ AFRH site. The historic links between this site and adjacent land at the McMillan Sand Filtration site and the 49-acre property acquired by Catholic University should be reflected in its design and planning. 2215.~~9~~11

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- 2215.12**      **Policy RCE-2.5.5: Sustainable and Resilient AFRH**  
**Ambitious energy efficiency goals should be set for private-use redevelopment, exploring the potential for on-site energy production and distribution. AFRH redevelopment should actively manage area flooding by maximizing stormwater retention on-site through low-impact development techniques. 2215.12**
- 2215.1013**      **Policy RCE-2.5.46: Open Space at AFRH Conservation**  
Encourage the designation of a substantial portion of the ~~Armed Forces Retirement Home~~ **AFRH** as open space and public parkland as the site is made available for reuse, particularly on the western perimeter of the site where it abuts residential uses. **Design and plan for open space at AFRH to be more accessible as a local and regional public amenity for its natural setting, historic and cultural importance, and recreational offerings. A linear park connection extending from this site south through the Irving Street Hospital Campus and McMillan Reservoir Sand Filtration site to LeDroit Park should be pursued. 2215.1013**
- 2215.1114**      **Policy RCE-2.5.57: Irving Street Washington Hospital Complex Campus Development**  
Encourage continued development of the ~~Irving Street~~ **Washington** Hospital **Complex** ~~Campus~~ with hospitals and health care services. Promote land uses that are flexible enough to accommodate the future needs of the facilities while considering the impacts to the surrounding residential areas and the additional impacts to the District's roadway, infrastructure, and public service resources. **2215.1114**
- 2215.1215**      **Action RCE-2.5.A: AFRH Master Plan Coordination**  
Coordinate with the AFRH, NCPC, and ~~General Services Administration~~ **GSA** to ~~review~~ **amend** the AFRH Master Plan **with the goal of integrating new private-use development into adjacent neighborhoods and District systems, with a focus on servicing infrastructure, transportation connectivity and capacity, social services, employment opportunities, and new amenities, attention to desired land uses, zoning, building height, intensity of proposed development, circulation, open space, infrastructure, and public services.** Site plan review ~~must~~ **should** be carefully coordinated to address potential impacts **in compliance with new land use and zoning designations for any private-use redevelopment in the creation of a successful new neighborhood. 2215.1215**
- 2215.1316**      **Action RCE-2.5.B: Irving Street Hospital Campus Strategic North Capitol Crossroads Planning**  
Coordinate with hospital operators on the ~~Irving Street~~ **Washington** Hospital **Complex**, ~~campus~~ **AFRH**, Catholic University, adjacent neighborhoods, and **other institutional, federal, and community stakeholders** to ensure that necessary facility expansions **and large site redevelopments contribute to a**

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coordinated plan that leverages the opportunity to improve multimodal mobility, open up publicly accessible green space, convert historic assets into new amenities, and provide new housing options to meet Washington, DC's growing demand. ~~are well planned and mitigate potential adverse impacts on surrounding areas. Review existing hospital facility strategic plans to determine appropriate land uses and determine if zoning changes are needed.~~ 2215.1316

### 2216 RCE-2.6 Riggs Road and South Dakota Avenue 2216

2216.1 The area surrounding the Riggs Road and South Dakota Avenue NE intersection was historically part of the Civil War defense of Washington, DC, with nearby Fort Totten and Fort Slocum preserved as open spaces by the NPS. The broader area is characterized by residential neighborhoods with pockets of commercial and industrial land uses at the intersection and along the adjacent rail tracks. Despite ample parks, schools, proximity to the Fort Totten Metro station, and other public amenities, the area has had poor pedestrian facilities and circulation. 2216.1

2216.2 The Riggs Road and South Dakota Avenue Area Development Plan was initiated in 2006 to revitalize the commercial and residential properties within a quarter-mile radius of the intersection, many of which were underutilized and vacant. Approved by the DC Council in 2009, the plan recommends a transit-oriented development strategy with increased densities and heights for six opportunity sites, with corresponding design guidelines for each. Implementing the plan's vision will expand housing, transportation, retail, and service choices in an amenity-rich, walkable neighborhood. 2216.2

2216.3 *Policy RCE-2.6.1: Neighborhood Center*  
Establish a dynamic neighborhood center at Riggs Road and South Dakota Avenue NE that enhances community character and reactivates the street. 2216.3

2216.4 *Policy RCE-2.6.2: Development for an Inter-generational Community*  
Attract development that leverages proximity to public transit, encourages pedestrian activity, and provides new mixed-income housing that serves all generations. 2216.4

2216.5 *Policy RCE-2.6.3: Open Spaces*  
Connect, activate, and create new open spaces and recreational opportunities in the Riggs Road and South Dakota Avenue Area through redevelopment while improving the safety, maintenance, and quality of existing parks. 2216.5

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- 2216.6**      ***Policy RCE-2.6.4: Access and Circulation***  
**Promote safe access and circulation throughout the Riggs Road and South Dakota Avenue NE neighborhood, especially to Fort Totten Metro Station, with a well-lit and connected sidewalk network. 2216.6**
- 2216.7**      ***Action RCE-2.6.A: Housing Opportunities***  
**Provide housing opportunities in the Riggs Road and South Dakota Avenue area for a mix of incomes, with an emphasis on older adults and home ownership. 2216.7**
- 2216.8**      ***Action RCE-2.6.B: Parking Coordination***  
**Engage WMATA, DDOT, and neighboring property owners in a discussion regarding innovative parking solutions for Riggs Road and South Dakota Avenue NE, including parking pilots, shared parking, and other tools. 2216.8**
- 2216.9**      ***Action RCE-2.6.C: First Place NE***  
**Develop First Place NE as a multimodal neighborhood-serving corridor with safe and accessible bicycle connections. 2216.9**
- 2216.10**      ***Action RCE-2.6.D: Parks and Open Space***  
**Provide publicly accessible pocket parks, active recreation, and/or green space in the Riggs Road and South Dakota Avenue Area where appropriate in new development, with resident input. The sites on the west side of South Dakota Avenue NE should be targeted to include innovative green and open space amenities within any proposed development concept. 2216.10**
- 2217**      **RCE-2.7 Central 14<sup>th</sup> Street NW 2217**
- 2217.1**      **The segment of 14<sup>th</sup> Street NW from Spring Street to Longfellow Street NW has a 100-year history of planned settlement. The 14<sup>th</sup> Street streetcar extension in the early 20<sup>th</sup> century played a major role in the growth and development of the surrounding neighborhoods, whose physical legacy is reflected by the turn-around at Colorado Avenue NW and the car barn (now bus barn) at Decatur Street NW. The streetcar line supported early commercial buildings, which clustered into bustling nodes along the corridor by the mid-20<sup>th</sup> century. Population decreased from the 1970s, but the corridor has experienced a new transformation, with increased private interest and investment accompanying a rebound in population since 2000. 2217.1**
- 2217.2**      **The Central 14<sup>th</sup> Street Vision Plan and Revitalization Strategy was approved by the DC Council in 2012 following a planning process that involved extensive community outreach, including input from both residents and merchants and the formation of an Advisory Committee. With three distinctive commercial nodes along the corridor, the Central 14<sup>th</sup> Street Plan**



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sets forth a vision for a vibrant and eclectic mix of residential and commercial development that reflects the neighborhood's cultural heritage, offers unique shopping destinations, and is enriched with green public spaces. 2217.2

2217.3

*Policy RCE-2.7.1: Central 14<sup>th</sup> Street NW Nodal Development*

Support the nodal redevelopment opportunities of 14<sup>th</sup> Street NW:

- Southernmost Node One (Spring to Shepherd Streets NW) can leverage the development activity and streetscape identity of neighboring Columbia Heights.
  - Intermediary Node Two (Webster to Decatur Streets NW) can become a neighborhood-serving retail area with potential for additional uses in conjunction with the reconstruction of the existing bus barn.
  - Northernmost Node Three (Jefferson to Longfellow Streets NW) can be repositioned to attract creative arts uses with an enhanced public space.
- 2217.3

2217.4

*Policy RCE-2.7.2: Public Realm*

Improve the aesthetics of the Central 14<sup>th</sup> Street corridor, as well as pedestrian safety and connectivity. 2217.4

2217.5

*Policy RCE-2.7.3: Mobility*

Improve multimodal options along the Central 14<sup>th</sup> Street corridor while increasing the efficiency of parking systems. 2217.5

2217.6

*Policy RCE-2.7.4: Small Business Opportunities*

Strengthen opportunities for existing and new small businesses along the Central 14<sup>th</sup> Street corridor and enhance their marketing and advertising to increase neighborhood patronage. 2217.6

2217.7

*Action RCE-2.7.A: Land Use Change*

Encourage moderate-density, mixed-use commercial uses for properties, where appropriate, along 14<sup>th</sup> Street NW and Arkansas Avenue NW between Webster and Decatur Streets NW to support mixed-use redevelopment of commercial properties. 2217.7

2217.8

*Action RCE-2.7.B: Public Realm*

Enhance the Central 14<sup>th</sup> Street corridor with sustainable streetscape amenities, expanded tree canopy, interpretive signs at each of the commercial nodes reflecting the history and culture of 14<sup>th</sup> Street NW, and a reconfigured island park at the intersection of 14<sup>th</sup> Street, Colorado Avenue, and Kennedy Street NW. 2217.8

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- 2217.9**      *Action RCE-2.7.C: Bus Transit*  
Enhance WMATA bus service along 14<sup>th</sup> Street NW to address customer concerns and efficiency in scheduling, and determine future improvements to transit operations and management as necessary. 2217.9
- 2217.10**      *Action RCE-2.7.D: Parking*  
Consider more efficient curbside management along the Central 14<sup>th</sup> Street corridor and explore shared parking opportunities in underutilized parking lots (e.g., the DSK Mariam Church) to increase foot traffic and activate sidewalks. 2217.10
- 2218**      RCE-2.8 Former Walter Reed Army Medical Center Site 2218
- 2218.1**      For over 100 years, WRAMC housed the main U.S. Army General Hospital that served wounded soldiers and veterans. In addition to establishing a strong legacy of service and medical innovation that achieved an international reputation, WRAMC was a major center of employment in the Rock Creek East area for several decades. The beautiful and architecturally significant 110-acre campus is bounded by Fern Street and Alaska Avenue NW to the north, 16<sup>th</sup> Street NW to the west, Aspen Street NW to the south, and Georgia Avenue NW to the west. 2218.1
- 2218.2**      In 2005, the site was identified for closure through the Base Realignment and Closure (BRAC) law, and all employees, services, and programs vacated the site and moved to other existing and/or planned facilities in 2011. In 2009, the federal government declared a 67.5-acre surplus at the former Army hospital, thereby making portions of it available to a Local Redevelopment Authority (LRA) for redevelopment. Since 2009, the redevelopment process, supported by significant community and stakeholder engagement, has progressed through several milestones that meet both federal and local requirements, as well as community needs. Stewarded by the LRA, along with critical community input, the planning process produced a Reuse Plan to comply with federal requirements. Concurrently, the Walter Reed Army Medical Center Small Area Plan, approved by the DC Council in 2012, was developed in conjunction with the community to satisfy local requirements for land use and zoning, including urban design guidelines that complement the vision laid out in the Reuse Plan. The District government selected a master developer team in 2013, and the U.S. Department of Housing and Urban Development (HUD) approved the Reuse Plan in 2014. In 2016, the U.S. Army transferred 66.57 acres of the site to Washington, DC, while the remaining 43 acres of the site are to be used by Children's National Research and Innovation Campus and for federal purposes, including by the Department of State (DOS) for foreign missions. 2218.2

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- 2218.3**      **The Small Area Plan’s vision to honor Walter Reed’s legacy as a center for innovation and excellence is set forth through four goals: to integrate the site with the community; provide a mix of uses; create jobs and revenue for Washington, DC; and activate the site. The plan provides for 3.1 million square feet of development, accommodating 1,950 residential units, and 14 acres of open space. Seven site-wide urban design principles were established in the plan: maintain the site character; retain historic Building 1 as the core; enhance open space; preserve historic elements; extend the street network; create vibrant, multimodal corridors; and integrate sustainable strategies. 2218.3**
- 2218.4**      ***Policy RCE-2.8.1: Walter Reed Site Character***  
**Maintain the existing Walter Reed site character of five identified east-west bands, each different in spatial and formal character. 2218.4**
- 2218.5**      ***Policy RCE-2.8.2: Walter Reed Building 1***  
**Retain the Walter Reed site’s Building 1 as the core of the site, reinforced with open spaces along the north-south axis and views terminating at its historic façade up and down 13<sup>th</sup> Street NW. 2218.5**
- 2218.6**      ***Policy RCE-2.8.3: Walter Reed Open Space***  
**Preserve and enhance the Walter Reed site’s historic green open spaces with healthy mature tree canopies to help integrate the site with surrounding neighborhoods. Incorporate naturalized stormwater management systems, urban agriculture, and recreation to showcase innovative sustainable development in Washington, DC. 2218.6**
- 2218.7**      ***Policy RCE-2.8.4: Historic Elements***  
**Celebrate Walter Reed’s legacy through preservation and reuse of existing buildings and landscapes of historic significance on the former campus. 2218.7**
- 2218.8**      ***Policy RCE-2.8.5: Multimodal Street Network***  
**Re-integrate the Walter Reed site back into the District’s transportation fabric by extending existing streets into the site to create new, multimodal, north-south and east-west connections. New access points to and through the Walter Reed site will provide visual and physical access to buildings and landscapes, helping to establish a sense of place on all streets in the network. 2218.8**
- 2218.9**      ***Policy RCE-2.8.6: Sustainability***  
**Incorporate strategies to achieve the sustainability goals in the Walter Reed Small Area Plan and Reuse Plan as part of the redevelopment of the former Walter Reed campus. Sustainability strategies should address sustainable**

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**energy systems, building design, transportation, waste management, storm and sewer infrastructure, and community outreach and education. 2218.9**

**2218.10**

***Action RCE-2.8.A: Land Use and Zoning***

**Establish appropriate land uses for the Walter Reed site pursuant to the Proposed Comprehensive Plan Land Use Designations map in the Walter Reed Small Area Plan. 2218.10**

**2218.11**

***Action RCE-2.8.B: Interim Activation***

**Implement interim uses to activate the former Walter Reed site in advance of major construction and rehabilitation projects. 2218.11**

**2218.12**

***Action RCE-2.8.C: Aspen Street NW***

**Widen Aspen Street NW along the southern border of the former Walter Reed campus between 16<sup>th</sup> Street and Georgia Avenue NW to accommodate one travel lane, a dedicated five-foot bike lane in each direction, on-street parking, and the addition of sidewalks. 2218.12**

**2218.13**

***Action RCE-2.8.D: Transportation Demand Management***

**Create a Transportation Demand Management (TDM) Plan and implement TDM measures for the former Walter Reed site, with a designated TDM coordinator to monitor the program and determine additional TDM measures on an annual basis. 2218.13**